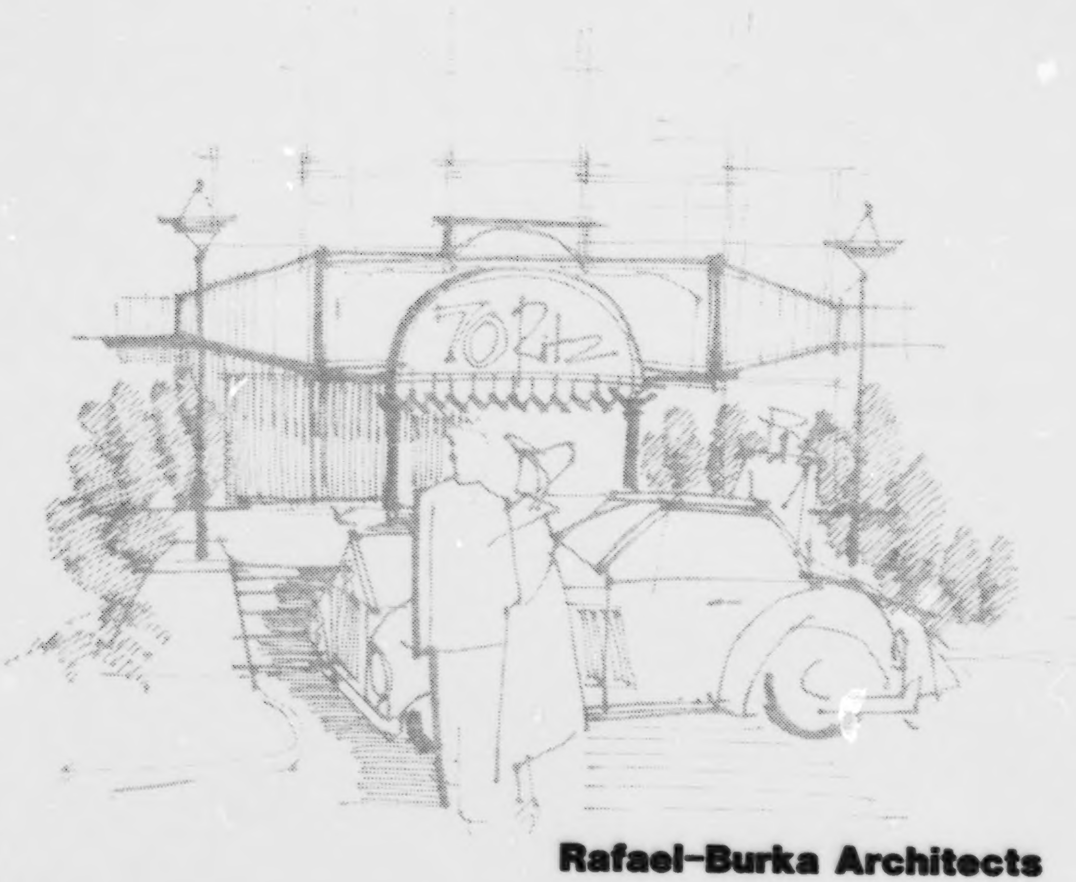
An Illustrated Guide for SUCCESSFUL CONDOMINIUMS



Rafael-Burka Architects

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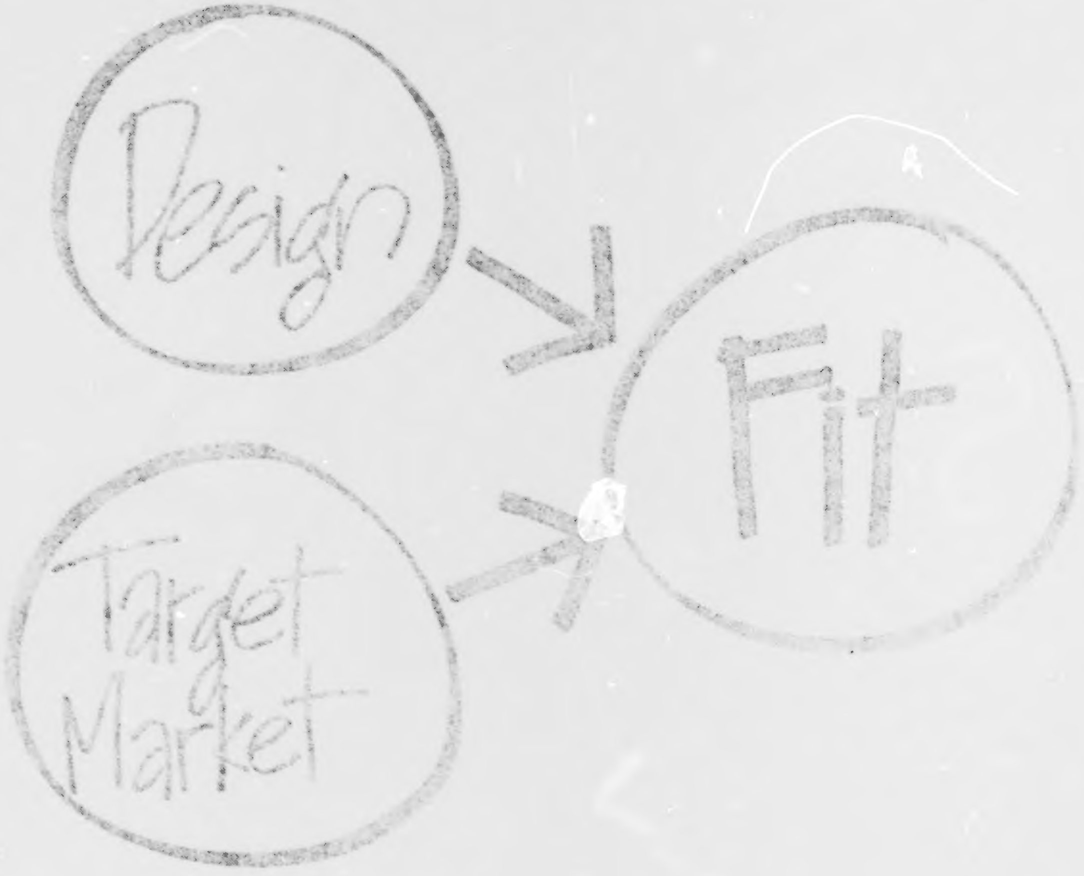

This guide is prepared to assist all persons involved in the design, development, marketing, assessment and financing of successful condominiums.

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This guide was prepared with the generous assistance of many persons involved with condominium housing.

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The partners of Rafael Burka Architects have worked together since 1971, during which time their joint portfolio includes nearly 1,900 projects.

Of these projects, over 10,000 residential dwelling units have been built in various building and tenure form for clients ranging from governmental agencies through small to large private and public development companies in Canada and the United States.

For more than a decade, the main emphases of the firm's work has been housing and they have been involved in the design of condominium projects for major clients such as Tridel, Bramalea and Costain Limited.

Resources:

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Summary

The history of the condominium form of housing tenure in Ontario is short and dramatic.

In 1967, Ontario legislation permitting condominium ownership was enacted. Between 1973 and 1981, some 125,000 condominium units have been registered. This number represents approximately 12% of low-rise and 7% of mid to high-rise units. Clearly, in numbers alone, condominiums have become an important part of the Ontario housing scene. Many projects have become lucrative, well-designed, landscaped, and maintained, successfully contributing to the stability of the surrounding community. However other projects have received publicity for their failings which have included poor sales, management and maintenance, high turnover rates and legal difficulties.

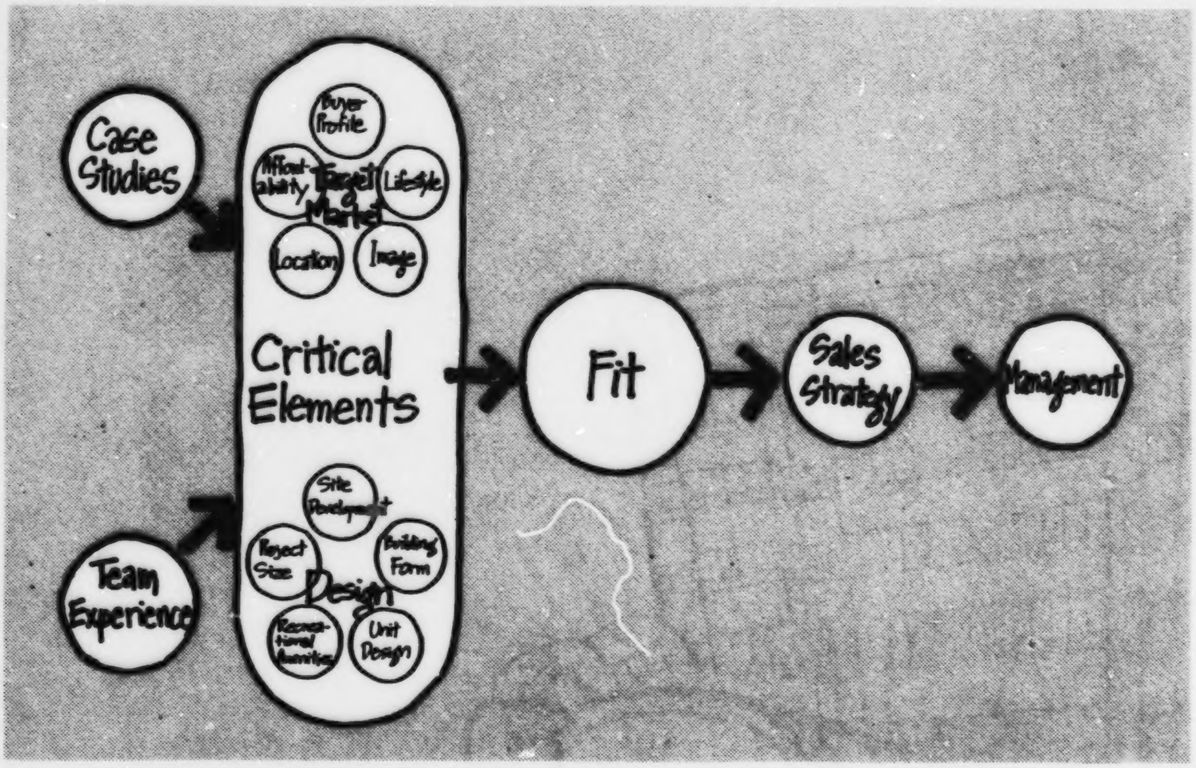
What then, determines the "success" of a condominium project?

Although the answer to this question will differ from project to project, the authors of this guide have recognized certain influencing factors which are characteristic in successful condominiums they have studied in Ontario.

Using a residents' survey of 12 "successful" condominium projects within Ontario, interviews with the development teams involved (i.e. planners, developers, architects), and coupled with their own experience with condominium design and market research, the authors have made observations which will be discussed in the ensuing chapters of this publication.

The primary purpose of this guide is not to offer final solutions to the still-evolving condominium concept within Canada, but to acquaint the reader with basic considerations in the design, marketing and maintenance of projects to ensure they become a "success" in the eyes of both producer and users.

TABLE OF CONTENTS



1 Introduction

The guide begins with a brief history and review of condominiums in Ontario indicating why condominium tenure grew in Ontario so quickly.

p.7

2 Case Studies

The Ultimate Test Is Resident Satisfaction

As the level of resident satisfaction is the ultimate test of a condominium project, twelve completed projects have been selected and residents interviewed. The object was to identify significant factors influencing the acceptance and livability of the projects. The results have been compiled and analyzed and elements contributing to the success of these projects have been ranked.

p.12

3 Team Experience

Condominium, A Team Effort

Successful condominium projects have usually resulted from the combined efforts and experience of a coordinated development team. Their review and assessment of existing projects, evaluation of lessons they have learned from past work and their application of original creative thinking to the project at hand will increase the likelihood of success.

In this chapter, the team of authors provide a summary of their lessons learned and their conclusion that there are critical elements necessary to consider when planning a condominium project.

p.18

4 Critical Elements

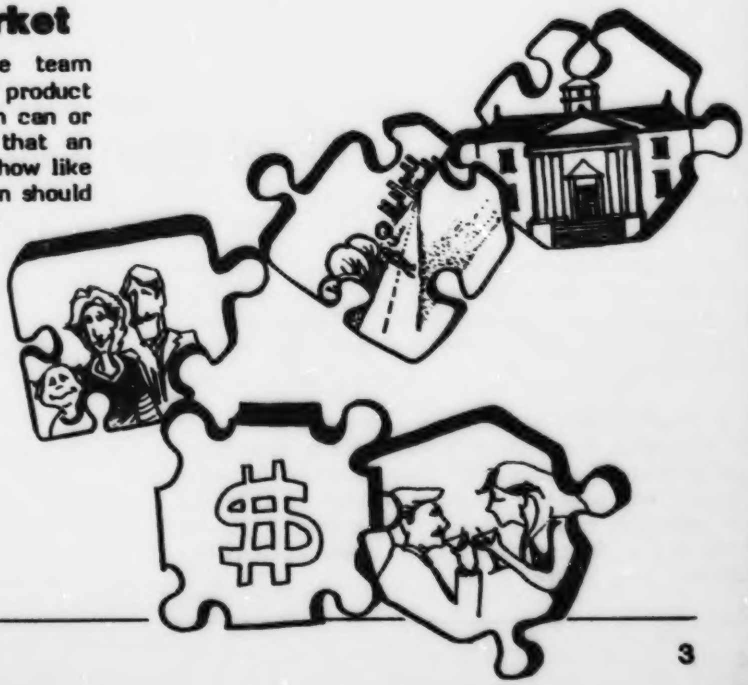
Stacking The Deck

As illustrated by the conclusions from the case studies and from the authors' own experience, the central thesis of the guide is that there are a set of design and marketing factors which seem to have been consistently remembered by development teams producing successful projects. These critical elements to success can be split into two basic groups, each having five critical elements.

Identify The Target Market

When planning the development, the team should determine to whom the finished product will appeal. No successful condominium can or should be constructed, in the hope that an unidentified anonymous buyer will somehow like the particular result offered. The team should establish the target market in terms of:

1. buyer profile
2. project image desired
3. locational preferences
4. lifestyles of purchasers
5. affordability of product to the target market



Analyze The Design Options

Architects and planners of successful condominiums have learned that project success is very sensitive to appropriate design and planning solutions. Purchasers have become sophisticated in their appreciation of suitable design and, given the choice between projects, will carefully evaluate the design features of each alternative.

Therefore, the development team must consider the design opportunities in terms of:

6. recreational amenities
7. project size
8. site development
9. building form
10. unit design.

p.22

5 Balancing Critical Elements

The Project Is The Fit

Each project must be the creative result of a team working with these elements and attempting to produce a desired product at an affordable price, providing developer profit and community endorsement.

This chapter does not provide a detailed technique for balancing the critical elements. It does however provide a checklist of considerations for each element and presents a chart indicating that for any specific housing form, price and lifestyle, there are a limited number of likely options for success.

p.94

6 Sales Strategy

Show And Tell

A good condominium project, like all new products, must still be promoted. Awareness of the project must be developed in the target market. Suitable sales tools should be created. Good will must be established.

The objective of a systematic sales strategy is to start sales as soon as possible and reduce the expensive sales period to the minimum.

This chapter will briefly highlight the essential features of a sales strategy.

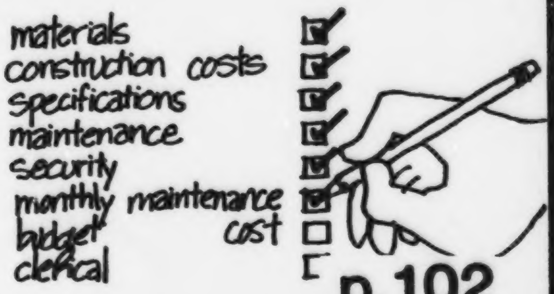
p.98

7 Property Management

Not To Be Forgotten

Property management is the eventual concern of the owners but the creation of a smooth functioning, easily maintained project is the responsibility of the development team.

Good project design will include a large measure of property management feedback. This chapter highlights the main concerns of project operation.



p.102

8 Conversions

A Subject In Itself

The conversion of existing rental projects to condominium tenure involves a complex set of marketing planning, architectural, political, economic and technical issues which are not yet well understood; conversion to condominium has been one of the most studied planning subjects in recent years.

In this chapter, the guide reviews the physical improvements required, the logic behind conversions, municipal concerns, a discussion of likely buyer profile and building image inherent in converted buildings.

p.106

9 Appendices

1 Introduction

Evolution

Prior to the 1967 implementation of condominium legislation in Ontario, the three forms of tenure available were rental, freehold (in which there is clear title to the land) and co-operative housing (in which the purchaser owns a share in a corporation). Condominium tenure offered the purchaser full title to his dwelling, while sharing interest and responsibility in the common elements. The purchaser could sell and lease units without the approval of other owners. As freehold serviced land was becoming increasingly expensive, the condominium was intended to offer purchasers access to homeownership. Condominiums were thought initially to provide the solution to the problem of dramatic price increases in freehold ownership. Condominiums would offer the advantage of professional management and greater planning and design freedom. Renters could now purchase their dwelling units and create stability in the real estate market:

The initial projects in Ontario took two major forms. In the suburban areas, large projects were developed consisting of low, medium and high-rise forms while downtown condominiums tended to be small low-rise infill and cluster row house projects built as an ownership alternative to renting and to increasingly expensive single family freehold housing.

Many of these early projects were made feasible through financial assistance from government programs (H.O.M.E., A.H.O.P.), which intended to provide starter housing.

Condominiums initially were planned to standards very similar to those for rental housing. Both the cluster row house projects and the high rise apartment buildings offered site plans similar to rental projects. And the units themselves resembled rental units in appearance and features.

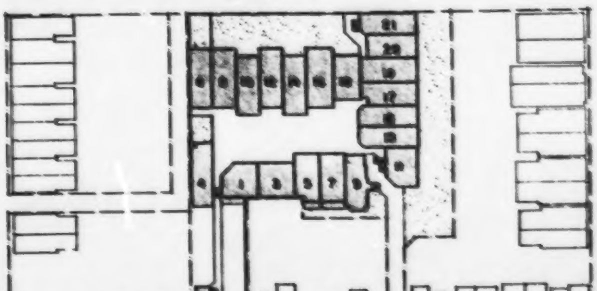
The relatively poor quality of some of the financially assisted projects harmed the image of condominium in Ontario. Converted rental projects were not originally designed with the level of features and finishes which would generate a sense of pride of ownership and the new-construction projects were built within a very stringent budget. The result was a public sense that condominium was an inferior or second rate form of homeownership.

Through the late 1970's and peaking in 1981, interest rates continued to climb and as government assistance programs terminated, owners of condominium units were faced with a financial burden when renewing mortgages.

Today, assisted and free market financing is more sensitive to the market both in terms of demand and long term affordability. This in turn inspires buyers' confidence, which when coupled with the new, better quality condominiums, results in an ever-improving image of the condominium as a form of home ownership.

1970 Early High & Mid-rise

1979 Downtown Infill



Perceptions

The Ontario experience in the early 1970's was dramatically different than the American experience had been. In 1971, 92% of Ontario condominium units, both townhouses and apartments, were occupied by families. In fact, Ontario planning attitudes seemed to suggest that condominium housing was inherently a lower cost starter form of family housing.

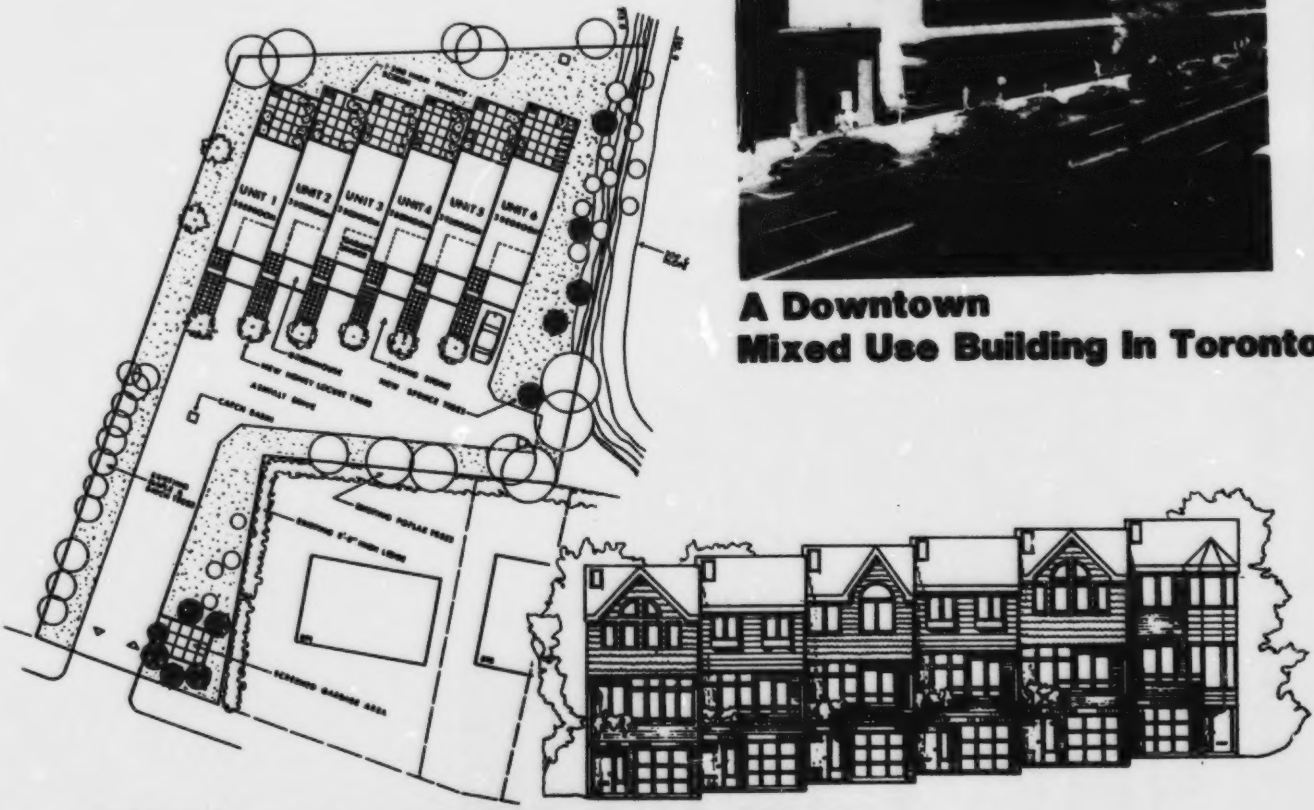
In contrast, approximately 58% of the U.S. Condominium market at that time was in non-family units for singles, empty-nesters or retirees.

In 1971, Ontario investors and lenders generally were not prepared to invest in projects for lower income groups unless the loans were secured by a government program. They felt that the future of condominiums consisted of three markets: starter housing, family housing for low to medium income groups and empty-nesters living downtown.

Since that time, perceptions have changed and today the Ontario market consists largely of non-family medium to upper income groups, both suburban and downtown.

The early projects were true pioneers, introducing a developmental concept with new legal, social and management requirements. Today, this form of tenure has evolved to serve an increasingly sophisticated and segmented market: a small infill townhouse project in suburban Ottawa and a glass and chrome box on Toronto's Bloor Street each have clearly satisfied a market. Without condominium tenure, neither of these developments would have been possible. Thus, the condominium concept caters to a wide range of housing needs and tastes and is flexible, permitting house forms which reflect the needs of the times.

A Downtown Mixed Use Building in Toronto



A Neighbourhood Infill Project in Ottawa

Condominiums can fit various lifestyles. Homeowners can sell their house for a condominium unit in the same neighbourhood, retain equity while remaining near friends and family. Or by purchasing a downtown unit, they can embark on a new set of experiences fitting their changing needs.

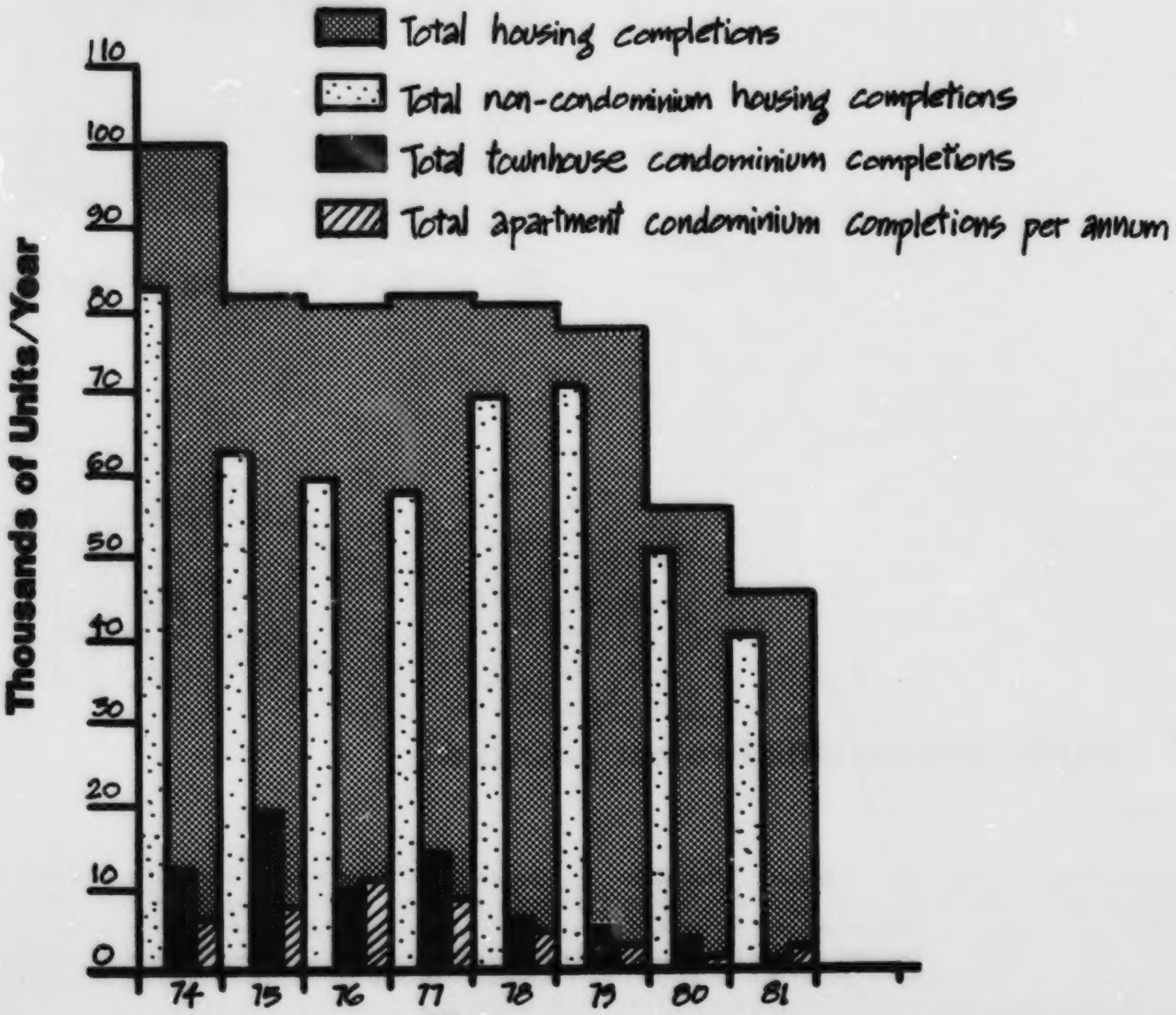
No longer are condominiums seen as a stepping stone to eventual single family home ownership. Instead, condominium has become an established form of housing tenure appealing to a wide range of purchasers and producing many building forms in both suburban and downtown markets.

Statistical Overview

Condominium completions have provided a significant portion of annual housing completions in Ontario. From 1974-1979, as total housing completions dropped, condominium completions generally rose. At its peak in 1977, 23,500 condominium units were built, representing 29% of the total housing completions. By 1980 however, after A.H.O.P. financing terminated, condominiums accounted for only 3,400 units or 6% of total completions.

Since 1981, both the suburban and downtown metropolitan condominium market has bounced back, especially in the medium-top high rise luxury market. There are fewer annual completions today, the units are larger and projects are smaller.

Ontario Housing Construction 1974 - 1981



Statistics derived from Ontario Housing Market Report (C.M.H.C. Ontario Region)

What is a Successful Condominium?

This guide is intended to aid the development team in producing successful condominiums. But first, we must establish what is meant by a successful condominium.

There are key participants in the development process: the lender, the developer, the municipality, the architect, the neighbours, management and last but not least, the future condominium residents.

If the majority of these participants, including the residents feel that the completed project is successful, it is considered successful for the purpose of this guide.

The residents' viewpoint is most important. It is their satisfaction with the project that creates pride of ownership and stability, which in turn establishes the project's good reputation and image. These are intangible assets which ensure that, throughout the life of the building, purchasers' investment will be secure and resale prices will be above market levels.

The achievement of this good reputation in a condominium can be traced to the knowledge and experience of the key participants who must become increasingly sophisticated in their knowledge of the problems and possible solutions as the condominium market becomes more complex.

How the KEY PARTICIPANTS view Success

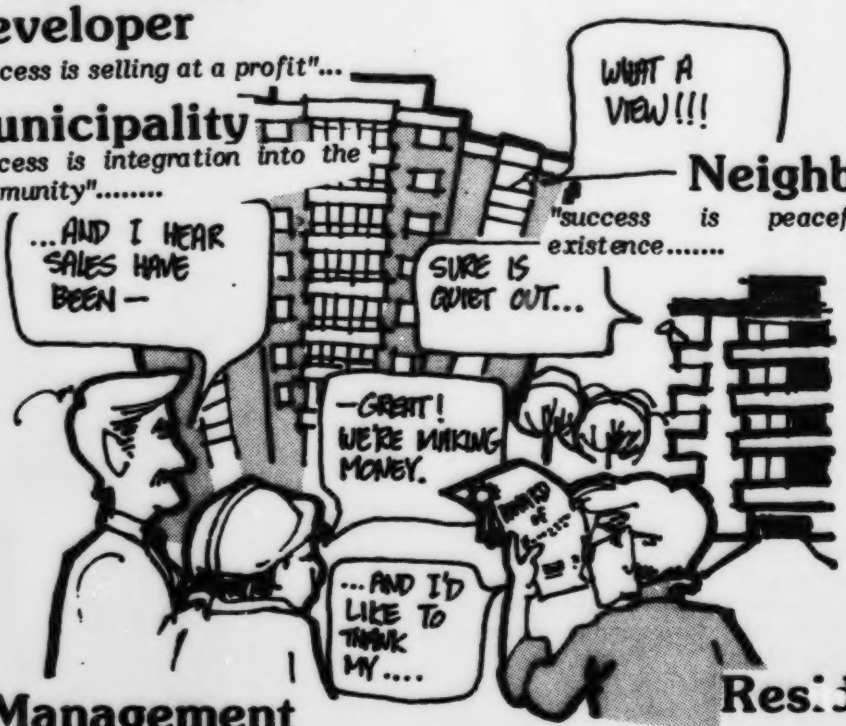
Lender
"success is a secure investment and resale marketability"..........

Architect
"success is award winning design"........

Developer
"success is selling at a profit"...

Municipality
"success is integration into the community"........

Neighbours
"success is peaceful co-existence.......



Management
"no problems"..........................

Residents
"I like it here"..........................

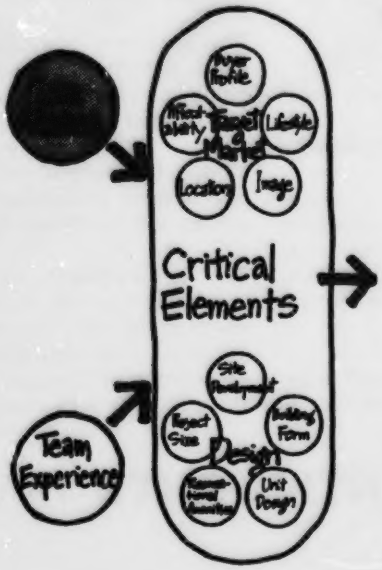
2 CASE STUDIES

Why They Are Needed

The ultimate test of the success of a condominium project is the level of satisfaction which its residents have with their dwelling unit and with the overall project.

In order to identify the elements contributing to the success of condominiums, the authors carried out a survey of 12 completed projects each of which is generally considered to be successful.

The goal of carrying out the case studies was to determine if there is a core of common underlying critical elements of concern to residents, regardless of the characteristics of the specific project.



How They Were Conducted

Projects chosen for the survey represent a cross section of condominium activity, including low, medium and high density; apartments and townhouses; and mixed use projects. The researchers sought design and functional elements worth repeating in other projects. In the interview portion of the case studies, each resident was encouraged to reflect on the strengths and weaknesses of their homes and projects in a one hour, in-depth interview intended to construct a composite picture of attitudes towards condominium living.

The residents were asked why they had chosen their home and project, what their expectations had been, what their levels of satisfaction were and the elements of the project which they would like to see changed.

Five residents were interviewed in each of the twelve case study projects. Nine of the projects were apartments and three were townhouse developments. Eleven projects were located in Metropolitan Toronto and one project in Ottawa.

The projects were selected to be representative of condominium projects across the province. They cover a range of prices, both new and older buildings, large and small projects in both urban and suburban contexts.

The interviewees had lived in the projects for varying periods of time; some had lived in their dwellings since they were new while others have purchased resale properties. A resident profile was constructed based on owners' descriptions of themselves and their families.

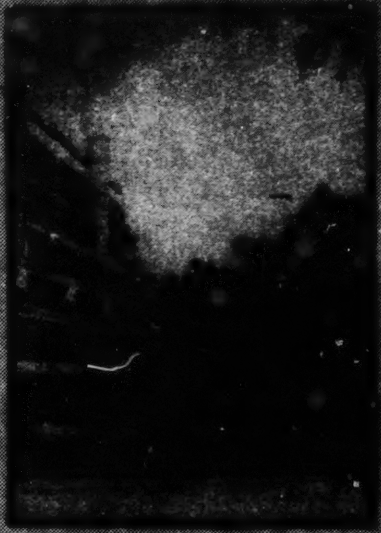
Higher Priced Urban

Case 2: [illegible]

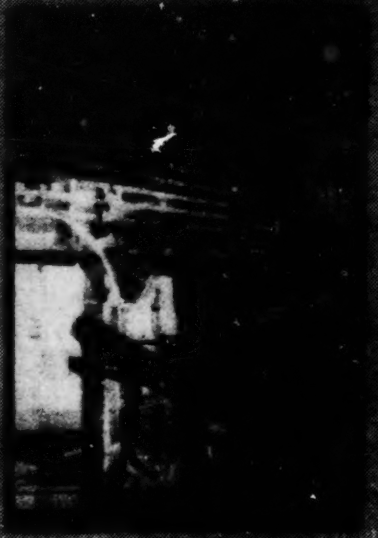
Case 3: [illegible]

Case 4: [illegible]

140 Units Completed 1972



29 Units Completed 1973

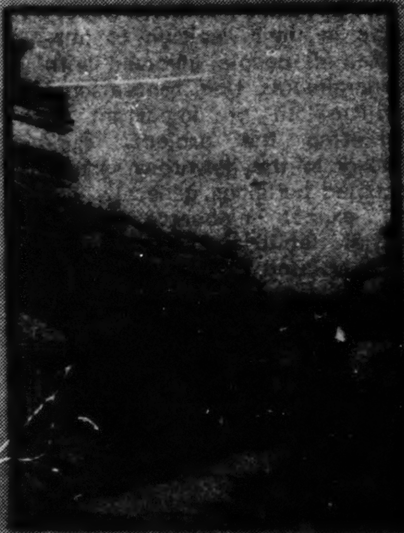


[illegible] Units [illegible]

Case 6: Mid Rise Apartments Higher Priced Units

Case 7: [illegible]

Case 8: [illegible]



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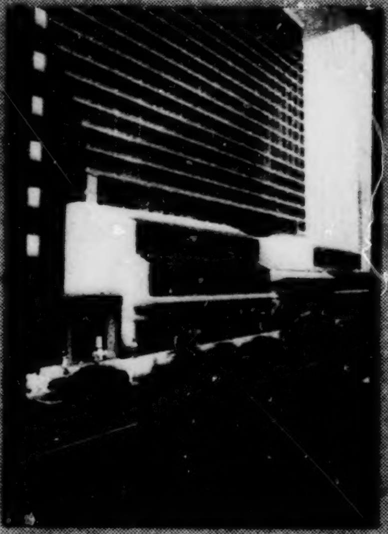
Case 9: High Rise Apartments Higher Priced Suburban

310 Units Completed 1962

Case 10: High Rise Apartments Higher Priced Suburban



300 Units Completed 1970

Case 11: High Rise Apartments Higher Priced Urban

[illegible]

Case 12: High Rise Apartments and Townhouses Mid-Priced Urban

[illegible]

The Conclusions

Despite the range of projects surveyed and the varied backgrounds of the persons interviewed, the comments of the interviewees were surprisingly consistent.

The following two charts on pages 16-17 indicate the summary of reasons that apartment and townhouse residents expressed for selecting the condominium.

Examining these charts, note that for high, medium and low rise building forms, house/apartment design was considered most important by purchasers and the fit between project and purchaser's lifestyle is number two. In addition, most projects were selected largely for neighbourhood ambience, freedom from maintenance, site design, privacy, security, exterior appearance of the project and convenience to shopping.

Recreational facilities were provided to varying degrees in the projects selected for analysis. While the residents interviewed downplayed their relative importance in their decision to purchase, all people involved with condominiums find recreational facilities to be important in marketing the project. Purchasers in the downtown adult-occupied buildings generally did not expect elaborate recreational facilities whereas the more isolated suburban projects were expected to offer a wider range of facilities.

(Additional details of the case studies are included in Appendix A & B)

A Selection of Quotes from the Case Studies:

"country living in the city"

"get a lot done for the maintenance fees we pay"

"the condo concept is only as good as the people involved. We're fortunate to have a high quality Board"

"we found that many people who had previously lived in the area returned to live at High Park Green"

"I'm not alone if I don't want to be"

"wide variety of restaurants and theatres"

"a wonderful place to live for older people"

From the Case Studies...

Conservative Projects Provide Somewhat more Facilities than do Trendy Projects

Both projects are "Higher Priced Suburban": No. 9 — 13 facilities; No. 3 — No facilities

Both projects are "Higher Priced Urban": No. 11 — 8 facilities; No. 5 — No facilities

Lifestyle		Conservative			Family					Trendy		
Recreational Facilities / Case Study	No. 3	No. 8	No. 9	No. 10	No. 12	No. 7	No. 1	No. 2	No. 4	No. 6	No. 11	No. 5
Sauna		X	X	X	X	X			X	X	X	
Excercise Room		X	X	X		X			X	X	X	
Indoor Pool			X	X	X	X				X	X	
Games/Party Room		X	X	X		X			X	X		
Squash			X			X			X	X	X	
Whirlpool			X	X						X	X	
Billiards			X	X					X		X	
Card Room			X	X		X						
Outdoor Pool		X	X					X				
Tennis		X	X	X								
Meeting Room			X	X							X	
Crafts Room/Workshop				X					X			
Lounge											X	
Barbeque						X						
Day Care Centre							X					
Playground						X						
Handball			X									
Racquetball						X						
Running Track				X								
Shuffleboard				X								
Putting		X	X	X								

Sauna through Billiards: The most popular facilities

Family Projects provide fewer facilities

Social Activities Related to Lifestyle

Why we chose our condominium...

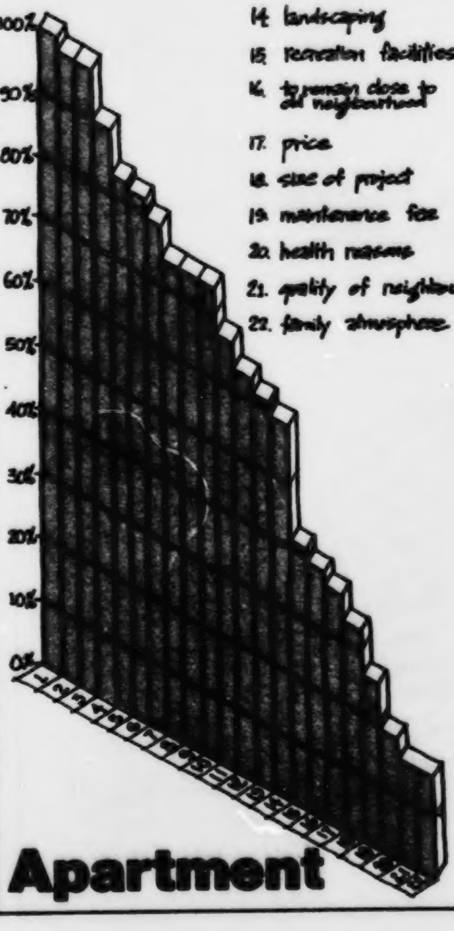
Summary of case study results

Apartment

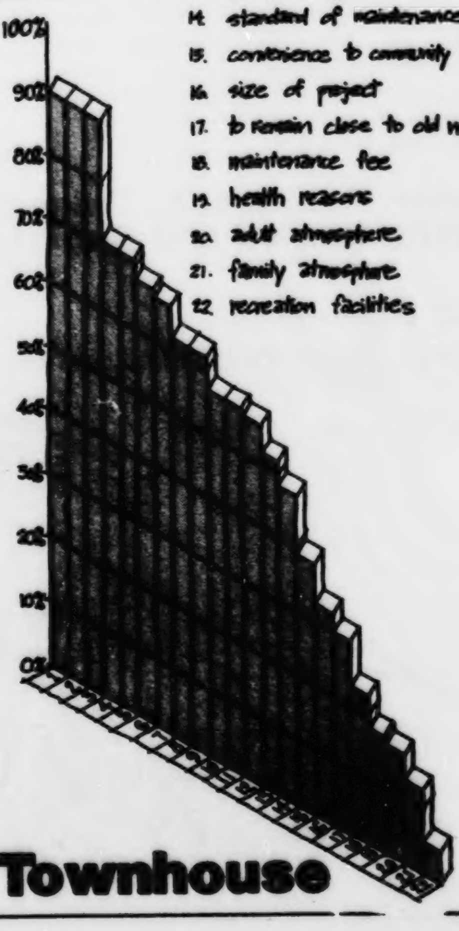
1. house/apartment design
2. suite lifestyle
3. freedom from maintenance
4. neighbourhood
5. site design
6. security
7. privacy
8. exterior appearance of project
9. convenience to shopping
10. quality of construction
11. standard of maintenance
12. adult atmosphere
13. convenience to community facilities
14. landscaping
15. recreation facilities
16. to remain close to old neighbourhood
17. price
18. size of project
19. maintenance fee
20. health reasons
21. quality of neighbours
22. family atmosphere

Townhouse

1. house/apartment design
2. suite lifestyle
3. neighbourhood
4. exterior appearance of project
5. convenience to shopping
6. freedom from maintenance
7. site design
8. security
9. privacy
10. quality of construction
11. landscaping
12. price
13. quality of neighbours
14. standard of maintenance
15. convenience to community facilities
16. size of project
17. to remain close to old neighbourhood
18. maintenance fee
19. health reasons
20. adult atmosphere
21. family atmosphere
22. recreation facilities



Apartment



Townhouse

3 TEAM EXPERIENCE

The Development Team

Government policy-makers, lending institutions, developers, architects, engineers, managers, real estate brokers, advertising agents and market research analysts all make up the "development" team which has contributed immensely to the evolution of condominiums in Ontario. By reviewing the successes and the problems of existing projects and applying the lessons they have learned, the development team continues to improve the condominium project. Looking back at the past 15 years, team members note several key landmarks from their experiences in condominium design and marketing.

Key Landmarks:

Condominium, A Vehicle for Innovation

In the late 1960's and early 1970's, housing generally underwent a creative and exploratory era of trying to test the acceptable density limits of low-rise housing. Like rental housing, condominium offered the opportunity for innovative design and planning experiments including stacked townhouses, single family clusters, apartment/townhouse mixes, townhouses with underground parking garages and garden apartments.

Many of these concepts met with short-lived success due to the Ontario buyer's basically conservative taste. But they contributed to the search for a mass-market product in which buyers and lenders would have confidence in their investment.

By the mid to late 1970's, development teams having a house-building background seemed to better understand the potential condominium marketplaces, bringing with them knowledge of what appealed to the single family house buyer and creating condominiums based on this knowledge.

The authors of this guide have been involved with many aspects of condominiums since the early 70's. Early on, they recognized that condominium tenure was of a different kind than rental accommodation -- it offered the possibility of design solutions reflecting ownership characteristics. Issues such as security of investment, image and pride of ownership quickly emerged. By the mid 1970's, prototype solutions such as the "resort/apartment complex" and the "large suite" were well established. These responded to the two purchaser streams which essentially were empty nesters from either single family houses or apartments.

Condominium Purchasers Came from 2 Tracks: Single Family Homes and Rental Apartments.

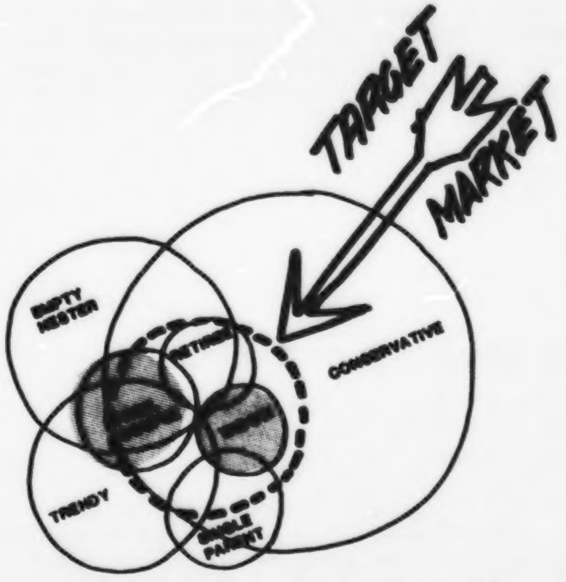
"You liked our houses, you'll love our condominiums!"

"Why rent when you can own?"

Target Marketing – The Buyer Profile

Consumer feedback has always been the best test of success. As more condominium projects were completed, we were able to learn from the residents and to tailor our designs to consumer needs and preferences.

Target Marketing has had an important influence on condominium designs. By analysing the population of projects, it is possible to form word pictures, or 'buyer profiles', of the consumers who purchase condominiums. These profiles have played an important role in influencing the design of our new projects.

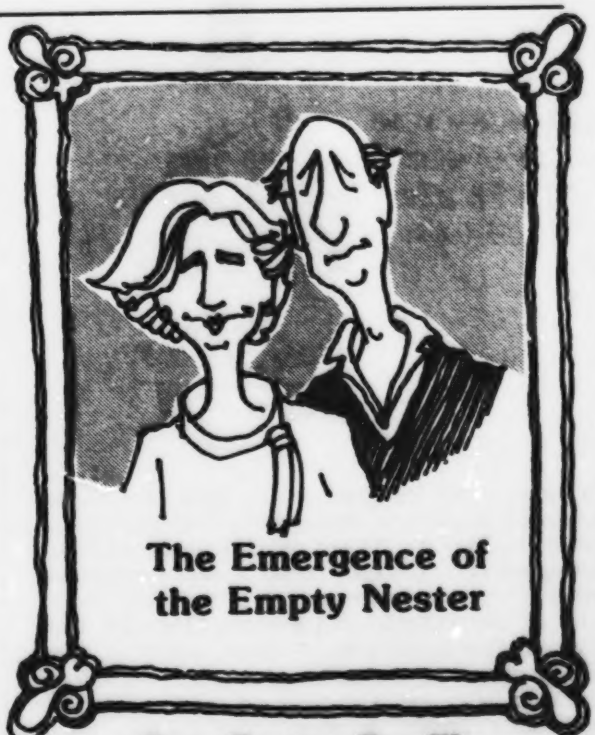


The Characteristics of the Market Groups Overlap

The Empty Nester

We discovered that a large group of house owners were now potential condominium customers. Older couples whose children had left home no longer needed the large house. Many of these empty nesters were not satisfied in exchanging their house for rental accommodation, regardless of features offered. They wished to transfer their equity into a new dwelling which retained the familiar elements of their detached family house but offered work-saving features related to common management.

Some empty nesters wished to remain near and within their familiar neighbourhoods while others were ready to plunge into a new lifestyle, in a new location.



One Buyer Profile

The Large Unit

The desire to maintain house-like characteristics in apartments led to a suite layout revolution. The luxury rental unit layout of the 1960's was becoming the standard empty-nester unit of the late 1970's.

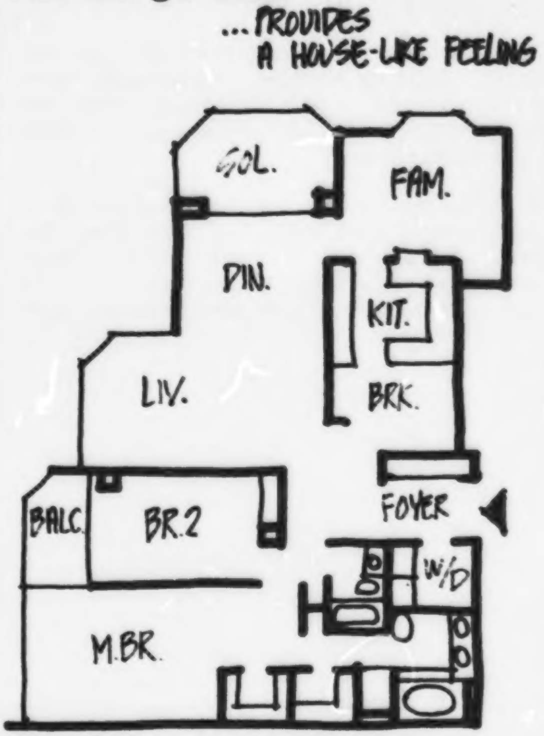
The Small Unit of the Future

There is a perceptible and growing need in the 1980's for smaller, less expensive condominium accommodation.

As the automobile industry has learned that downsizing means increased efficiency but not a desire for less luxury, so must the building industry recognize that in smaller units the critical elements simply become more critical.

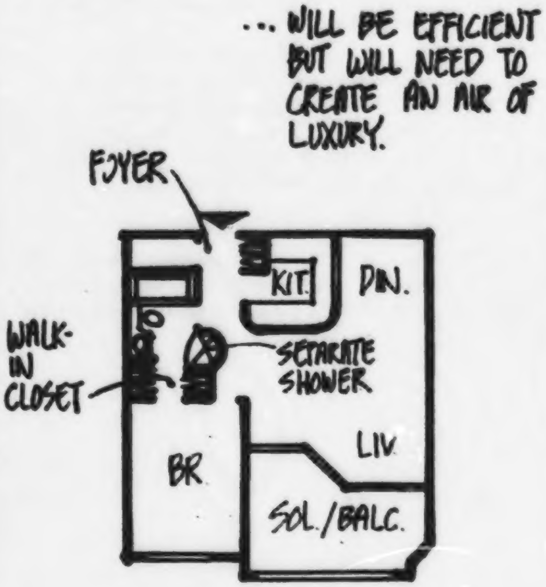
The new, more compact units must create an illusion of openess, a unique style and identity of their own. They should not be viewed as cramped, unimaginative second class accommodation. Rather, they should be desirable in their own right, more as expressions of personal lifestyles than solely as price expedients. Properly designed, they are well suited to the needs of the growing single, separated, widowed and divorced market. Where small units impart a sense of crowding, most people would rather wait to accumulate additonal equity to purchase a larger unit.

The Large Unit



Drawings to Same Scale

The Small Unit of the Future



The Resort Apartment

Development teams were also monitoring successful condominium developments in other jurisdictions, particularly in the sunbelt American states. The monitoring of these projects and the changing market demands in Ontario led to the gradual implementation of the "resort apartment" concept.

Resort-styled apartments are designed around lifestyles, around serving the needs of people who expect far more than shelter, to whom their housing is an integral part of their active, participatory personal lives. The resort apartment caters to these needs, with extensive recreational and social amenities and innovative suite layouts and features, set in a carefree atmosphere. These projects have most frequently appeared in suburban locations and have become the mainstream of condominium development, with their comprehensive amenity packages, tailored suite layouts and reasonable prices.

Townhouses – Price is Critical

Numerous successful townhouses condominium projects have been built in both urban and suburban settings. However, when prices have become too close to either freehold alternatives or medium-high rise apartments, townhouses have not sold well.

Generally, the key design factor is vehicular access and parking. In Ontario, due largely to climatic factors, the market has demanded in-unit parking and maximum unit independence from the project. Hence the design concepts offered by condominiums such as stacking and clustering, seen in U.S. sunbelt projects, have not yet caught on in Ontario. A case has been made for providing small freehold lot single family accommodation as an alternative to stacking and clustering.

4 CRITICAL ELEMENTS

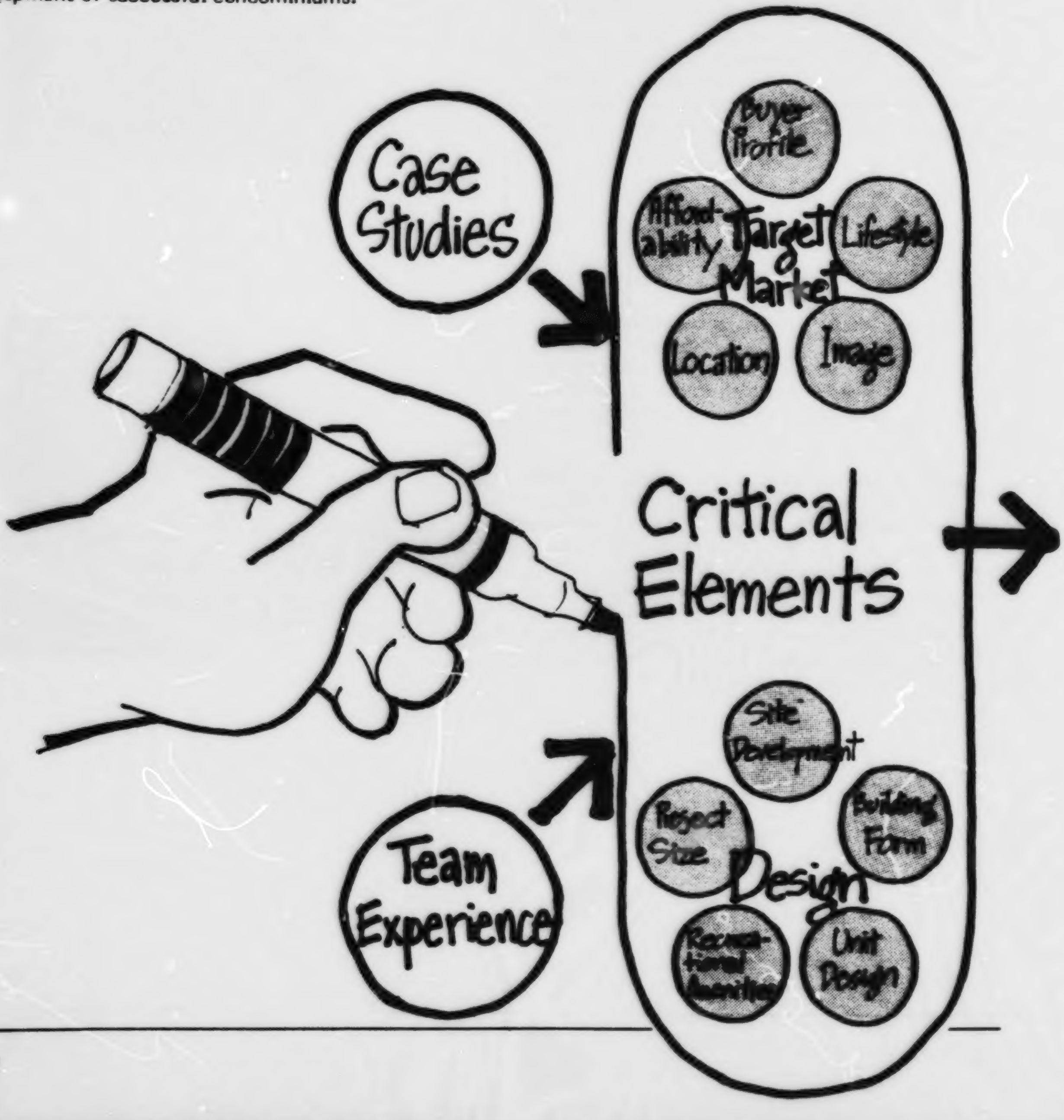
Establishing the Critical Elements

From the case studies we have noted that unit design, lifestyle, site development and building form are among the factors considered most important to purchasers. And from the authors' experience, we have noted, for example, that identifying the buyers' socio-economic profile and locational preferences is also very important.

Combining information from the case studies and team experience, we have prepared a list of ten critical elements or considerations in the development of successful condominiums.

A development team faces two basic challenges in each project. Each must be met to increase the likelihood of success.

The first challenge is to define the target market accurately. Initially, many condominiums met with mixed success as the team did not attempt to understand who the buyer would likely be, where he came from, what he could afford and why he would select one project over another. Since then, successful projects have carried out extensive studies into targeting the project to precisely defined sectors of the market.



The second challenge is to be knowledgeable of the various design and planning options, opportunities, and techniques and to be skilled and creative in their implementation. Physical site planning and project design has been considered as the role of the architect-planner. This role, however, reaches much deeper into the programming stage as the architect participates in early development options as a member of the development team, generating a dynamic interplay of design alternatives against market feedback.

The architect's initial task is to analyse the preliminary market information and examine them in terms of the five critical elements of design.

Balancing The Critical Elements

Many techniques can be used to create the project by means of working with inter-relating the ten critical elements. In the next section of this guide, each critical element is presented in more detail with the aim of providing the reader with a general awareness of the scope of each critical element. A checklist of factors to consider is provided for each element and by addressing these checklists, the development team must respond to the major issues affecting the success of its project.

Critical Elements of the TARGET MARKET

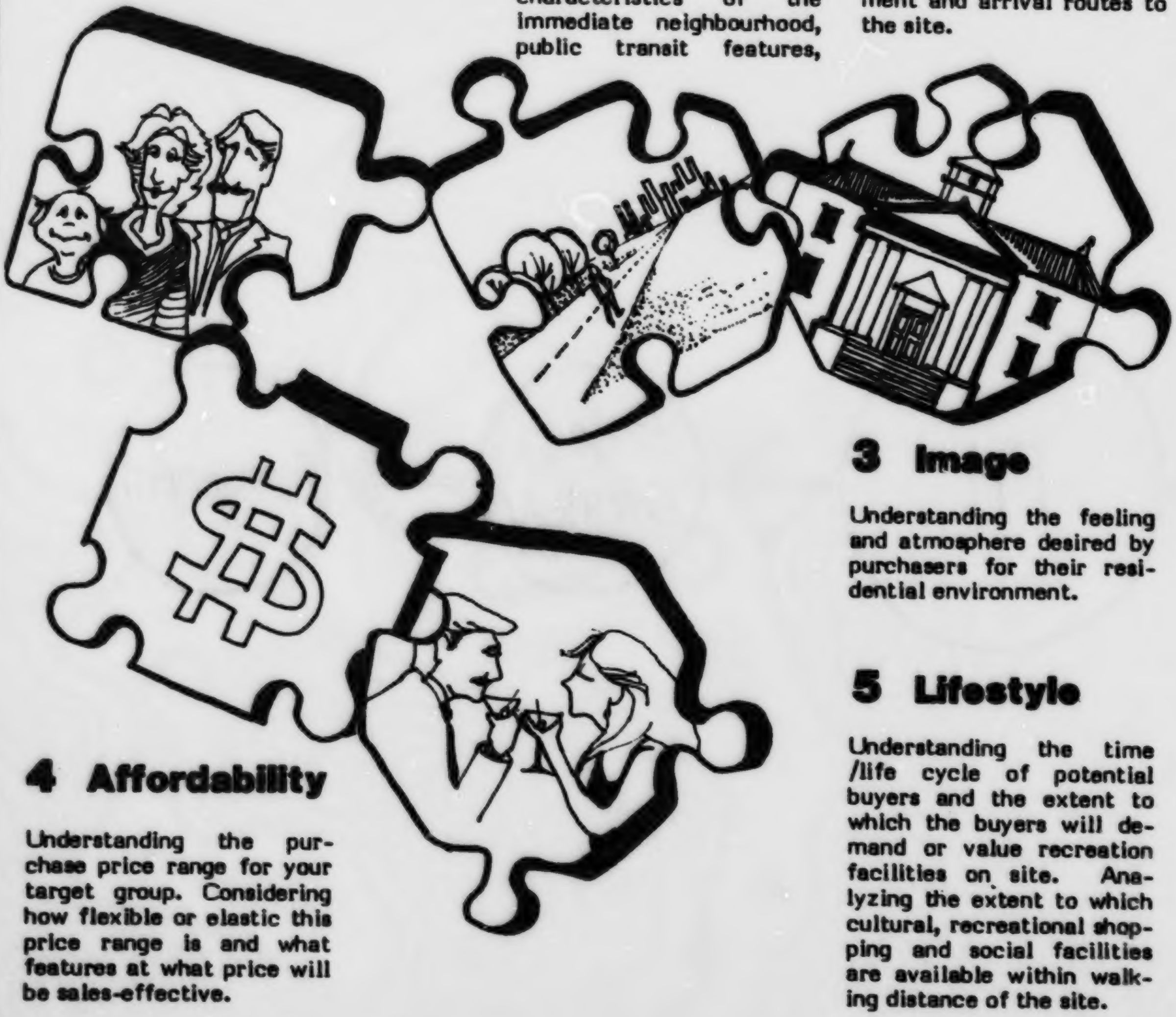
10 Critical

1 Buyer Profile

Understanding the socio-economic status of your target buyer.

2 Location

Understanding the particular attributes of the site location. Considering the characteristics of the immediate neighbourhood, public transit features, vehicular access, the general image and ambience of the immediate environment and arrival routes to the site.



3 Image

Understanding the feeling and atmosphere desired by purchasers for their residential environment.

4 Affordability

Understanding the purchase price range for your target group. Considering how flexible or elastic this price range is and what features at what price will be sales-effective.

5 Lifestyle

Understanding the time /life cycle of potential buyers and the extent to which the buyers will demand or value recreation facilities on site. Analyzing the extent to which cultural, recreational shopping and social facilities are available within walking distance of the site.

Elements

Critical Elements of DESIGN

6 Recreation Amenities

Understanding the full range of possible facilities, the potential social inter-relationships and benfits of each of the overall project, the costs and the potential demand for each facility.

7 Project Size

Understanding the implications of project size and density. Considering the issues of project scale as it relates to a sense of community and it relates to the existing neighbourhood. Approving the relationship between project size and project cost.

8 Site Development

Understanding the options for pedestrian, vehicular and transit access and circulation within the site, conditions of privacy, separation of nuisance conditions, provision of a sense of arrival, environment conditions related to sun, shade, wind, topography.

9 Building Form

Understanding the options for building form, shape, and size and implication for privacy, orientation, relationship to the neighbourhood.

10 Unit Design

Understanding aspects of unit size, organization features, finishes, quality and the cost-effective allocation of the budget.

1. Buyer Profile

Individual Needs in a Mass Market

Most condominium projects are mass market products, designed well in advance of contact with prospective purchasers. It is important, however, that the desires of the buyer be anticipated at an early date to increase the likelihood for a successful product. Once construction starts, apartment condominium design weaknesses may be locked in, unlike detached housing, where model homes can be added or dropped with ease.

Although it is not ideal to modify a design during construction, this possibility should be allowed for by the design team. Such flexibility, although costly, can allow for a continuous, market-oriented response to consumer needs.

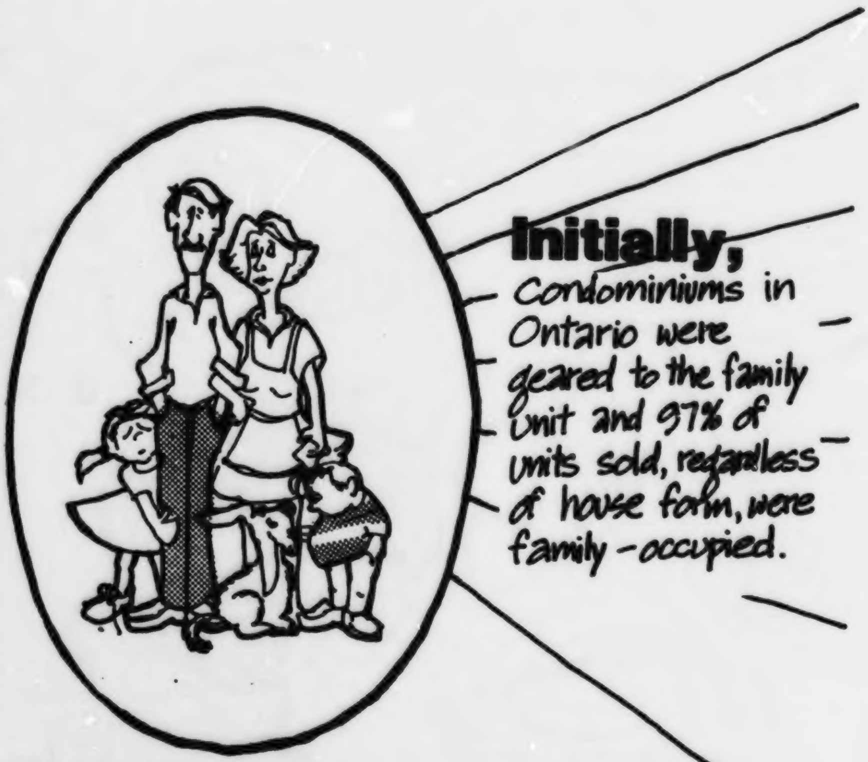
Although the desires of each potential buyer may differ in details, careful research will enable the developer and designer to identify general buyer likes and dislikes, space requirements, housing form and locational preferences. As is shown in the case studies, each project forms a distinctive identity and personality through the uniqueness of its design, its size, and its appeal to the needs of individuals.

Buyer Categories

Potential purchasers can be categorized by age, marital status, number of children, income, occupation, present dwelling type, geographical location, and by any other habit a market researcher can identify. Seemingly trivial habits may be telltale signs of major lifestyle trends to an expert researcher.

The automobile market is an example of sophisticated diversity, wherein there are markets

The Emergence of Markets within Markets



From the Case Studies

"don't need someone to open doors for me and other things that I can do myself"

"we expected families to move in but in fact only a handful did"

"adult building—don't want to come home to screaming children"

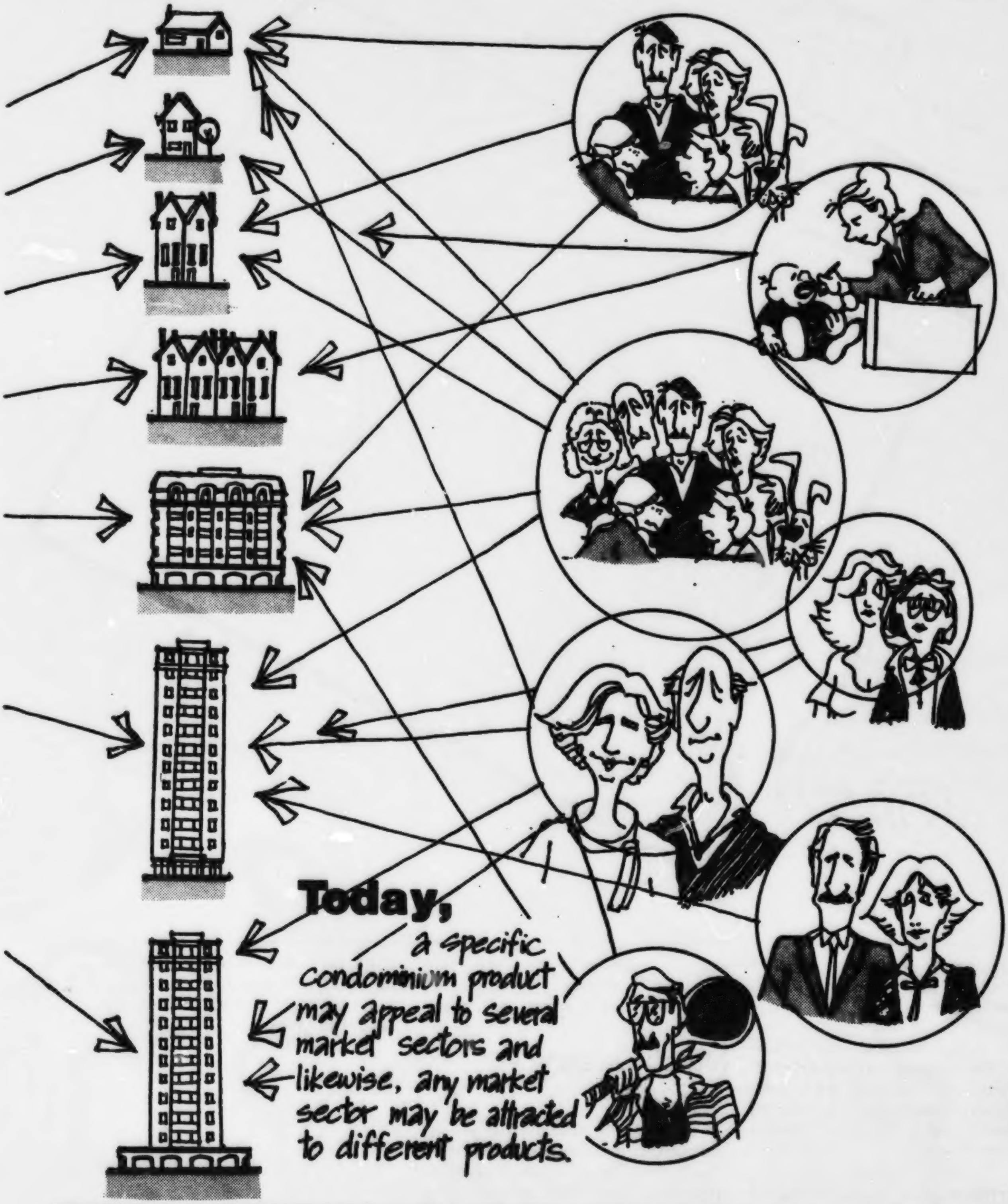
"fewer 1 bedrooms as they did not sell well"

"lived across the street—saw the buildings going up"

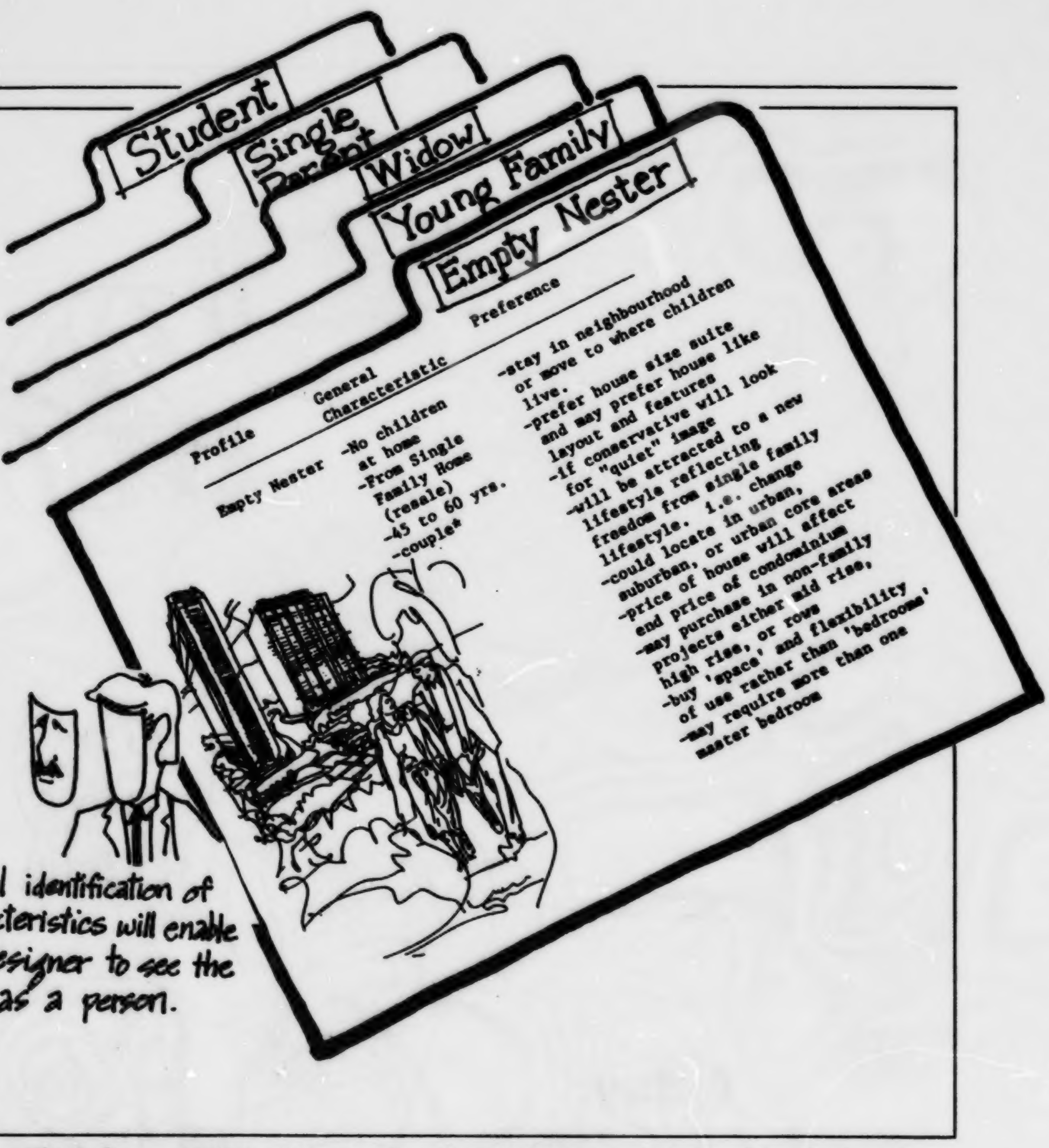
"the renovated homes attracted professional couples and families, as expected"

"this place has doubled in price since I bought it"

"the value of my home has not increased proportionately with other projects"


Today,
a specific condominium product may appeal to several market sectors and likewise, any market sector may be attracted to different products.

The Buyer Profile



Careful identification of characteristics will enable the designer to see the buyer as a person.

within markets for a product that essentially does one thing-transport people.

In the early stages of condominiums, the market was assumed to be homogeneous and most projects were designed to provide starter housing for the family with children.

Experience has since revealed markets within markets in housing as well and projects have become highly specialized, catering to specific buyer groups.

Match Design to Buyer

In order to be successful, a condominium project should identify its buyers in as much detail as possible. Once this is done, the buyer's lifestyle characteristics can be determined and the physical attributes of the building can be tailored to suit the targeted group.

CHECKLIST

Buyer Profile

INCOME:
- ☐ high
- ☐ low

MARITAL STATUS:
- ☐ single
- ☐ couple

CHILDREN:
- ☐ one
- ☐ two
- ☐ three
- ☐ more

AGE:
- ☐ young
- ☐ middle-aged
- ☐ old

OCCUPATION:
- ☐ professional
- ☐ middle management
- ☐ clerical
- ☐ tradesman
- ☐ retired

AMBITION:
- ☐ motivated
- ☐ static

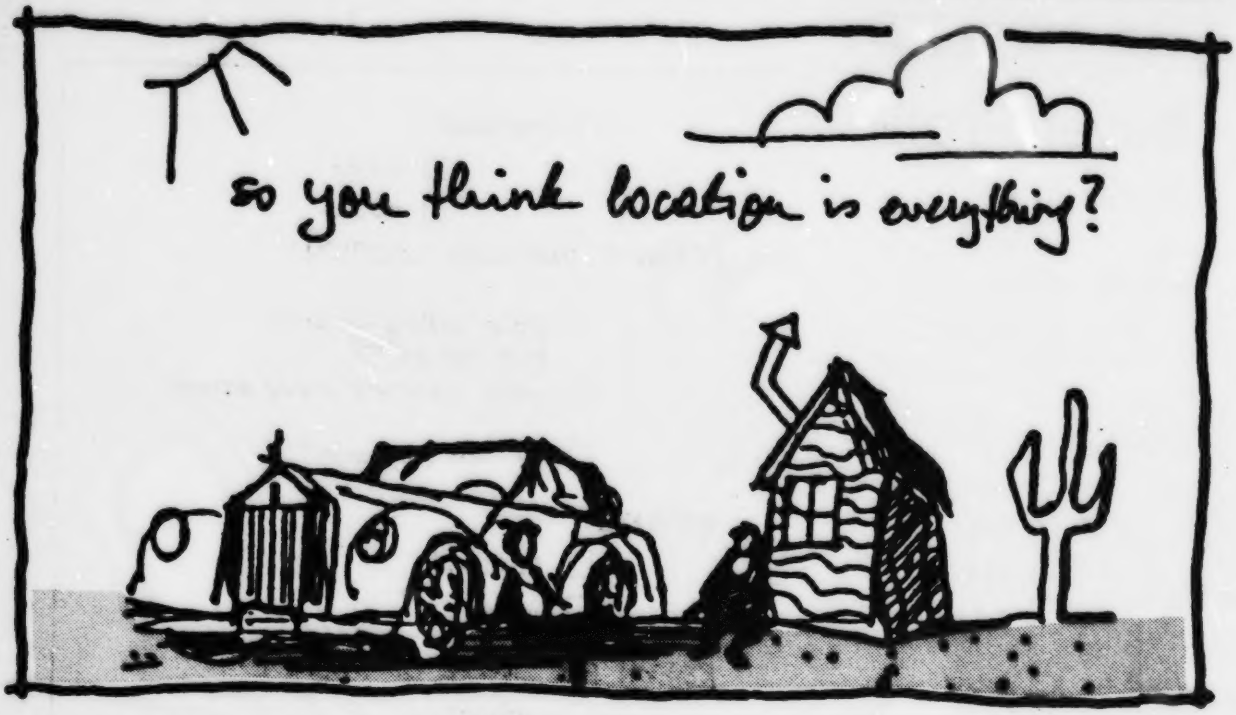
PRESENT DWELLING TYPE:
- ☐ house
  - ☐ owned
  - ☐ rented
- ☐ townhouse
  - owned
  - rented
- ☐ apartment
  - ☐ owned
  - ☐ rented

PRESENT DWELLING LOCATION:
- ☐ within walking distance from this project
- ☐ within convenient driving distance
- ☐ far from this project

ATTITUDE:
- ☐ traditional
- ☐ trendy

REASON FOR CHANGE OF DWELLING:
- married
- divorced
- widowed
- ☐ children
  - ☐ more
  - ☐ less
- ☐ in-laws
  - ☐ moving in
  - ☐ moving out
- ☐ space
  - ☐ too little
  - ☐ too much
- ☐ financial
  - ☐ can afford more
  - ☐ can afford less
- ☐ status
  - ☐ must move up
  - ☐ not essential
- ☐ maintenance
  - ☐ tired of it
  - ☐ likes to fix things

2. Location



The Neighbourhood Oriented Project

Of all the factors influencing the success of a condominium project, none has been as consistently important as location. An otherwise well-designed and implemented project may falter if it is poorly located in the eyes of potential buyers. Neighbourhood oriented projects have a particularly good chance of succeeding, particularly if they are located in or near established residential areas with a high ratio of older home owners with grown families. Condominiums tend to have less success in new areas populated by young families.

From the Case Studies

"country setting in the middle of the city"

"quite fond of 110 Bloor, primarily because of its location"

"it works extremely well and we enjoy staying there. 30 seconds from my office"

"would move downtown ideally"

"its success could be attributed to a wide stream of locational factors including:

- *proximity to High Park*
- *minutes away from subway*
- *a commerical strip that went through a virtual renaissance just before development took place*
- *a surrounding neighbourhood that had never been abandoned by the middle class"*

Given a choice between moving to a project in their present neighbourhood and one across town, most buyers will opt for the nearby site because of the familiar surroundings and friendships in the area.

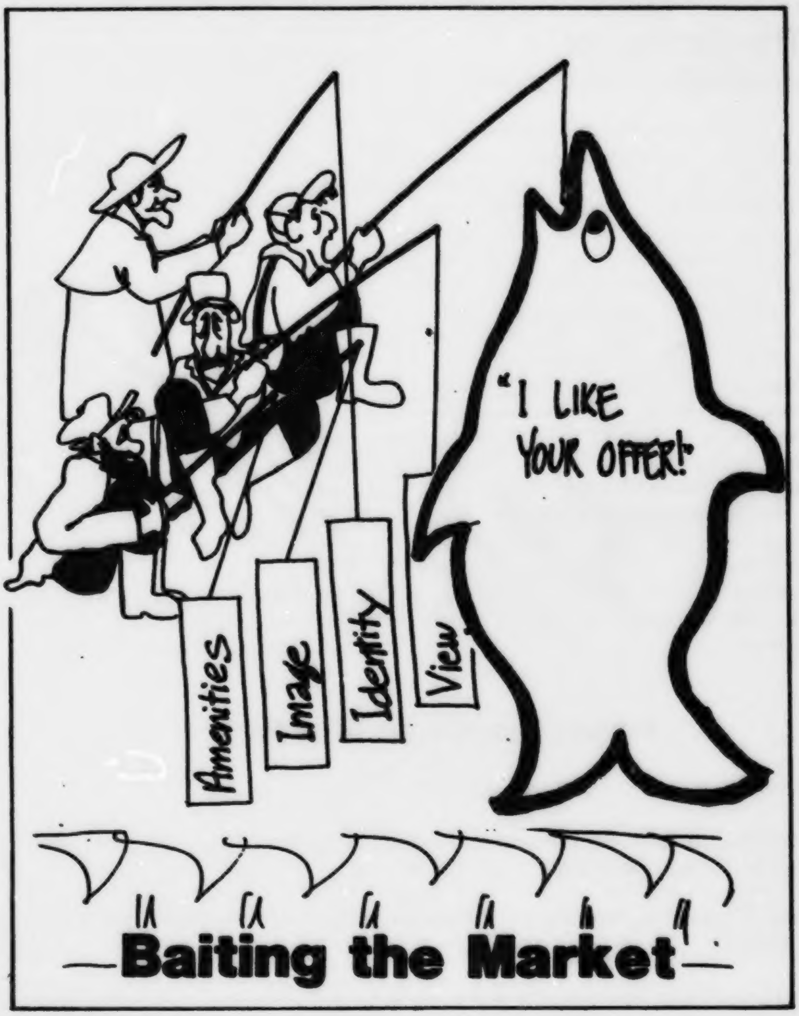
These attitudes are shown in the comments of individual residents surveyed in the case study portion of the Guide.

Analyses of site visitor traffic and sales figures in condominium projects indicate that the majority of people either inquiring about or purchasing in a project come from within a 5-8 kilometre radius.

Few Neighbourhoods Are Perfect

Most neighbourhoods fall short in one or more desirable characteristics. If for example, transit, shopping, theatre and active nightlife is within easy reach, privacy and tranquility may be lacking.

It is becoming increasingly difficult for developers in urban centres to find ideal locations. Either the sites are already built on, or redevelopment will be opposed by the municipality and/or the neighbourhood residents. Increasingly, developers and their consultants are faced with the necessity of compensating for imperfect locations with comprehensive recreational and social amenity packages, sensitive site planning, design and landscaping and upgraded features and finishes. The case studies are eloquent proof of this trend.



Location

- ☐ Identify virtues and shortcomings of site location
- ☐ exploit virtues and compensate for shortcomings
- ☐ create a project identity within neighbourhood location

3. Image

The Desire for Houselike Features

Most condominium purchasers, in other circumstances, would choose to live in a detached single family house with its image of privacy, personal expression and stability. They look for houselike features and images when selecting their condominium. These include the garden, the fireplace, the pitched roof and the picket fence. But as the condominium purchaser is not in fact buying a detached dwelling unit, he expects the condominum unit to also have features which the single family house cannot provide - an identifiable image created by the building exterior, its name, and its arrival sequence.

The possible images of the successful condominium are many. But all should impart a sense of good feeling -- a meshing of the project image with the self-image of the potential purchaser.

From the Case Studies

"looks like another office building"

"architecturally, it could have established a pattern of sorts, but really it could have been a lot worse"

"out of place in relation to the surrounding neighbourhood, but a nice building"

"although the townhouses were slow to sell, we maintain that they were important to the overall image of the project"

"planning staff recommended approval on the basis that the scheme had been designed to minimize its impact on the abutting area"

Building Exteriors are Statements

Facade design in the condominium is an art requiring great skill, creativity and taste. The exterior image, mood and theme of the condominium must communicate the personality of the purchaser to his friends, visitors and the outside world. While the range of possible images is large, each solution must be carefully executed.

Where do you live?

What's In A Name?

In addition to a stylistic architectural expression, the name of a project also conveys the desired image.

A condominium name can establish an appropriate image appreciated by the purchaser. Many condominium projects have provided such traditional attachments as "Mews, Lane, Village, Court, Square and Place."

Images of exclusivity and anonymity have been suggested by projects known by their street address which may become a landmark name in its own right.

Other condominium projects imply romance, sophistication or elegance by selecting names of famous cars, people, and places, sometimes expressed in other languages.

Arrival is a Ceremony

A successful condominium must create an appropriate level of reception at the point of arrival, whether lobby, front door or entry gate. As in a single family house, the visitor expects to be received rather than walk in unheralded through a back door, underground parking garage or endless corridors.

The sequence of arrival, both vehicular and pedestrian, should be analyzed carefully. The image of the arrival sequence is critical. It should be sympathetic to the neighbourhood and not overstated; the purchaser should feel that the sequence is appropriate and makes guests feel appreciated, not humbled or embarrassed by officiousness.

Project security must be designed so as not to impose unduly on visitors and guests.

CHECKLIST

Image

- ☐ Does arrival have impact?
- ☐ Is reception appropriate to the level of luxury?
- ☐ Is the status of the owner adequately reflected in:
  - ☐ approach to building?
  - ☐ entrance driveway?
  - ☐ front door?
  - ☐ vestibule?
  - ☐ lobby, corridors?
  - ☐ elevators?
  - ☐ dwelling unit - size? ☐ entry?
  - ☐ finishes?
  - ☐ building character?
  - ☐ project name?
  - ☐ parking arrangement?

4. Affordability

Some Costs are Fixed

While it is generally to the advantage of both developer and purchaser to end up with the lowest sale price possible, there are many, more or less fixed, costs which are not totally under the control of the developer, such as the cost of zoned land, municipal levies, servicing costs, the cost of financing and for the most part the construction cost.

Some Costs are Flexible

The developer's and the architect's expertise in design, project management and sales, make a great deal of difference in the so called soft cost area; however, that includes interim financing costs, design fees, advertising fees, and the cost of sales campaign and material. A good design will sell well and the sooner a project is completed and sold out, the lower the soft cost per unit will be.

Construction Costs

Obviously, there are expert ways to keep construction costs to a minimum and the difference of construction costs between two contractors for the same type of structure can be significant to be reflected in either lower sales prices or higher profits. Efficient construction techniques and management are a significant part of the affordability equation.

Land Cost

Land cost, however, can be the most debatable component of the cost/sale price equation and will likely take the greatest effort of the developer to negotiate, especially in the case of a need for rezoning. This is an area where a developer may take risks in anticipation of increased land value as a result of rezoning. However, the Ontario real estate market is sophisticated enough to recognize Official Plans, Official Plan Amendments and Special Area Studies where potential rezoning could occur and the market value of such lands automatically adjust in anticipation for such eventuality. Development commitments on unzoned land, however is still risky business.

From the Case Studies

"many people bought there because it was as cheap as renting"

"condos are not sensitive to the market" (price)

"when Casshaven was completed the prices were a breakthrough in the marketplace"

"neighbours participate in maintaining the project (for example, painting fences) to keep maintenance fees down"

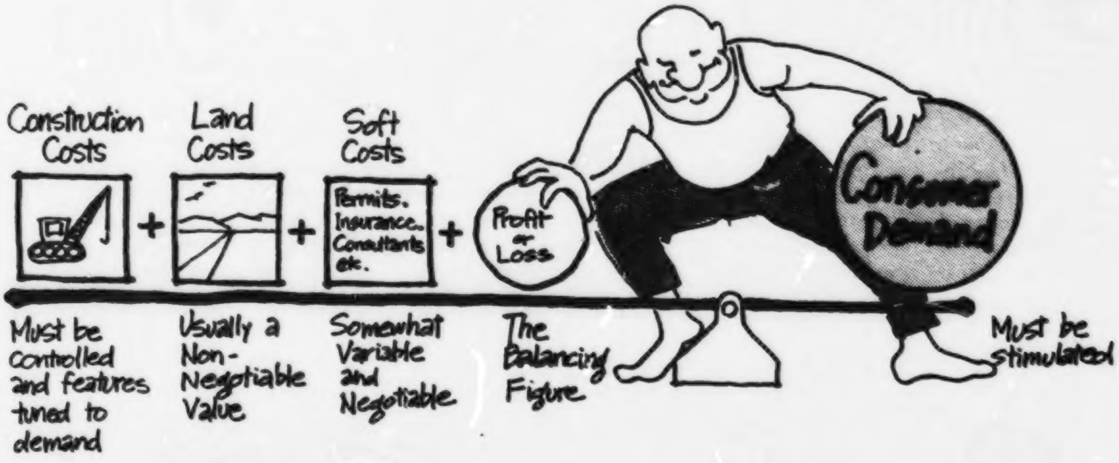
"a lot of residents moved because of the very high resale values"

Budget Allocation

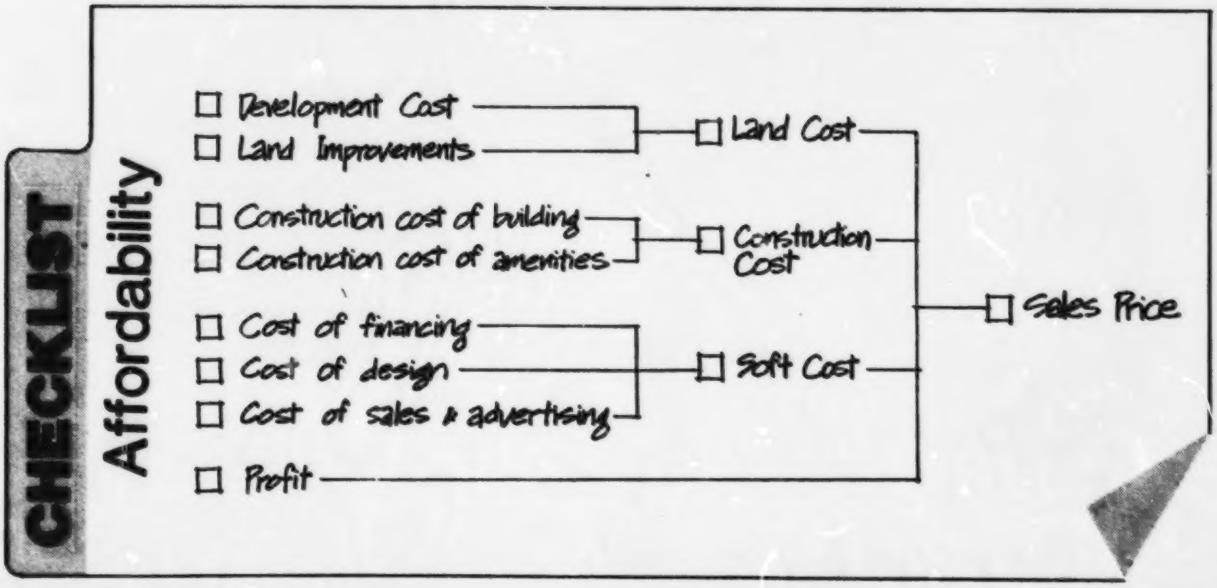
Since the major components of the costs/sale price equation are predetermined, to a large extent, a development team must pay special attention to allocate construction costs not only efficiently but also to places where it creates the greatest impact; simply stated, to put the money where it can be seen. The choice of finishes, fixtures, heating and cooling systems, the amount and type of indoor and outdoor recreation amenities, landscape materials, construction and security systems and the size of the dwelling units must all be weighed in to produce an end price that is within the reach of the buyer.

Value for the Money

The lower the sale price, the broader the market is to draw from. Although sometimes there is an exclusivity factor, which seems to make a product more desirable when its price is raised by simply elevating it to a higher level of status, the main objective of every development team is to beat the competition on sale price. There is still no better way to sell than to offer the best value for the money.



Balancing The Budget



5. Lifestyle

Effect of Technology

Technological advances have greatly influenced personal life styles and affect the design of housing. People have increasing personal time available to tailor to their desired way of living

Lifestyle Characteristics

The key to successful condominium design and marketing is the understanding of lifestyle characteristics. Most experiences show that successful condominium projects try to meet the particular lifestyles of their residents. In many cases, purchasers choose a project because it reflects their chosen lifestyle or their desire to attain a lifestyle which the project promises.

For the majority of people rearing a family, home ownership has been the ultimate housing goal. However, once the family has grown, the same people may seek a replacement form of housing appropriate to their changing circumstances. For the increasing number of couples who choose not to have families and to the increasing percentage of singles in today's society, the single family home lacks appeal.

Marriage breakdown has become a significant factor and an important generator of housing needs as couples divide, remain single or recouple and establish new households.

Although family formations and family sizes may once again show an upward trend, the non-family housing market will continue as a significant market sector, with markedly different needs from the family sector. These needs are often best served by condominium housing.

The lifestyle characteristics of the non-family markets are varied and relate not only to family status but income, activity level, outlook and recreational attitudes.

Lifestyle is an elusive word to define but, for the purposes of condominium development teams, lifestyle means activities to be provided by the condominium. These activities, which may be passive or active, may be provided either within the project in the immediate neighbourhood or elsewhere.

COULD YOU PUSH 8 PLEASE, MA'AM...

Lifestyle Categories

There are basic familiar status characteristics common to large identifiable groups. These groups have basic activity interest and needs which may be offered by the condominium as an attraction.

Successful condominiums have promoted an identifiable project image, including the level of active and passive recreation facilities and social interaction provided. The important task is to identify the target market and provide the activity package appropriate to that market's needs and desires. Unless market research is carried out, it is very easy to under or over provide these activities and this will have a major effect on the project image.

The Urban Lifestyle
Emphasis on privacy within the city

The Suburban Lifestyle
A wide range of both active and passive activities for individuals and groups.

Lifestyle differs with Location

1. Traditional Family

Life focuses on the children in the house; entertainment generally takes place in the house or the back yard; much time is allocated to catering to childrens programs and to house maintenance; going out for an evening usually requires pre-planning; the problem of the lifestyle may be related to finding personal time and privacy.

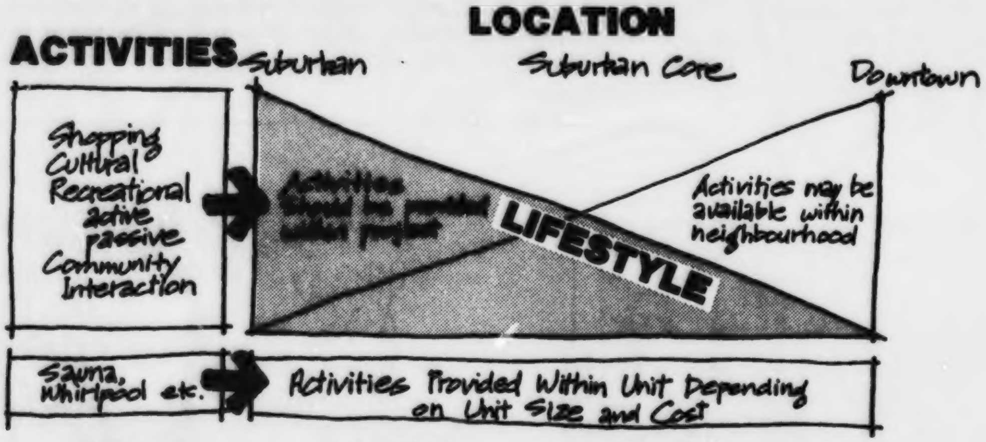
2. Single Parent

The working single parent relies on daycare centres and hired help to attend the children while at work; the remainder of the time is split between the children and the pursuit of personal objectives; the problem is often a lack of personal time.

3. Extended Family

Grandparents and in-laws are an integral part of the family in many cultures; this arrangement allows sharing of the household work and the rearing of children while giving the parents some freedom for entertainment away from home; the problem may be lack of privacy for the parents.

Lifestyle Is Related To Location



4. Professional Couple

Life often revolves around commitment to careers and personal advancement, an active social life, vacations and physical fitness. The problem may be too little time to take on single-family home ownership obligations.

5. The Empty Nester

A couple whose children have grown up and left home can now find time to pursue hobbies and activities they could not while raising children; the evening out can be spontaneous, without planning; the problem may be in finding things to do or keeping up with a myriad of activities.

6. The Single

Not burdened by responsibilities to other family members on a daily basis, the singles activity pattern develops without much planning; to satisfy social needs, the individual must arrange companionship or seek places where this could occur spontaneously; the problem may be inactivity and loneliness

From the Case Studies

"mother chose Crescent Town because everything is within the project

"still miss our Bridlewood house, 10 years later"

"I'm not alone if I don't want to be"

"one of the reasons we chose the Oaklands was because there were not recreation facilities to maintain"

"convenient living for single people"

"wide variety of restaurants and theatres"

"country living in the city"

7. The Mingle

Two or more singles living together to share costs have the freedom of singles, with a degree of companionship; the problem may be lack of privacy.

Lifestyle

FAMILY STATUS :

- ☐ family
- ☐ extended family
- ☐ single parent
- ☐ empty nester
- ☐ mingle
- ☐ single

INCOME :

- ☐ high
- ☐ low
- ☐ average

ACTIVITY LEVEL :

- ☐ active
- ☐ passive

RECREATION AVAILABLE IN :

- ☐ dwelling unit only
- ☐ in project
- ☐ in neighbourhood
- ☐ outside neighbourhood

OUTLOOK :

- ☐ traditional
- ☐ trendy

6. Recreational Amenities

The proliferation of commercially viable recreation facilities attest to the importance society places on play and social interaction today.

The traditional single family house, by its private nature, excluded much of the possibility of spontaneous social interaction outside the family.

Implicit in the condominium concept is the element of sharing, whereby a group of residents could finance a much more extensive recreational facility than a single family could. Furthermore, the recreational facility became a focal point around which social interaction could take place either spontaneously or by organization.

The size of this facility is dependent on the location of the project, the proximity of recreational attractions outside the project, the age and expectations of the buyers, the level of luxury desired, and the number of dwelling units in the condominium.

The Recreational Facility as a Focal Point

Indoor and outdoor recreational facilities are generally grouped together in successful condominiums. There are several advantages to such a grouping:

1. It increases social interaction, enabling residents to 'see and be seen'.
2. It gives life to the recreational area, by increasing activity.
3. It avoids duplication of facilities and is therefore cost efficent.
4. It minimizes the need for circulation space.
5. It allows for an interplay of architectural and landscaped spaces.
6. It allows for ease of supervision and maintenace.

The Recreation Facility as a Sales Feature

Recreation features become a focal point during the sales period. So an effective strategy has been to complete the facilities at the beginning of the construction period so they are on display to potential purchasers.

Rules of Thumb for Shared Recreational Amenities

While the extent of recreational facilities is subject to many considerations, a clear pattern is emerging:

(1) Projects of an equal level of luxury near urban centres require fewer amenities than their counterparts in the suburbs.

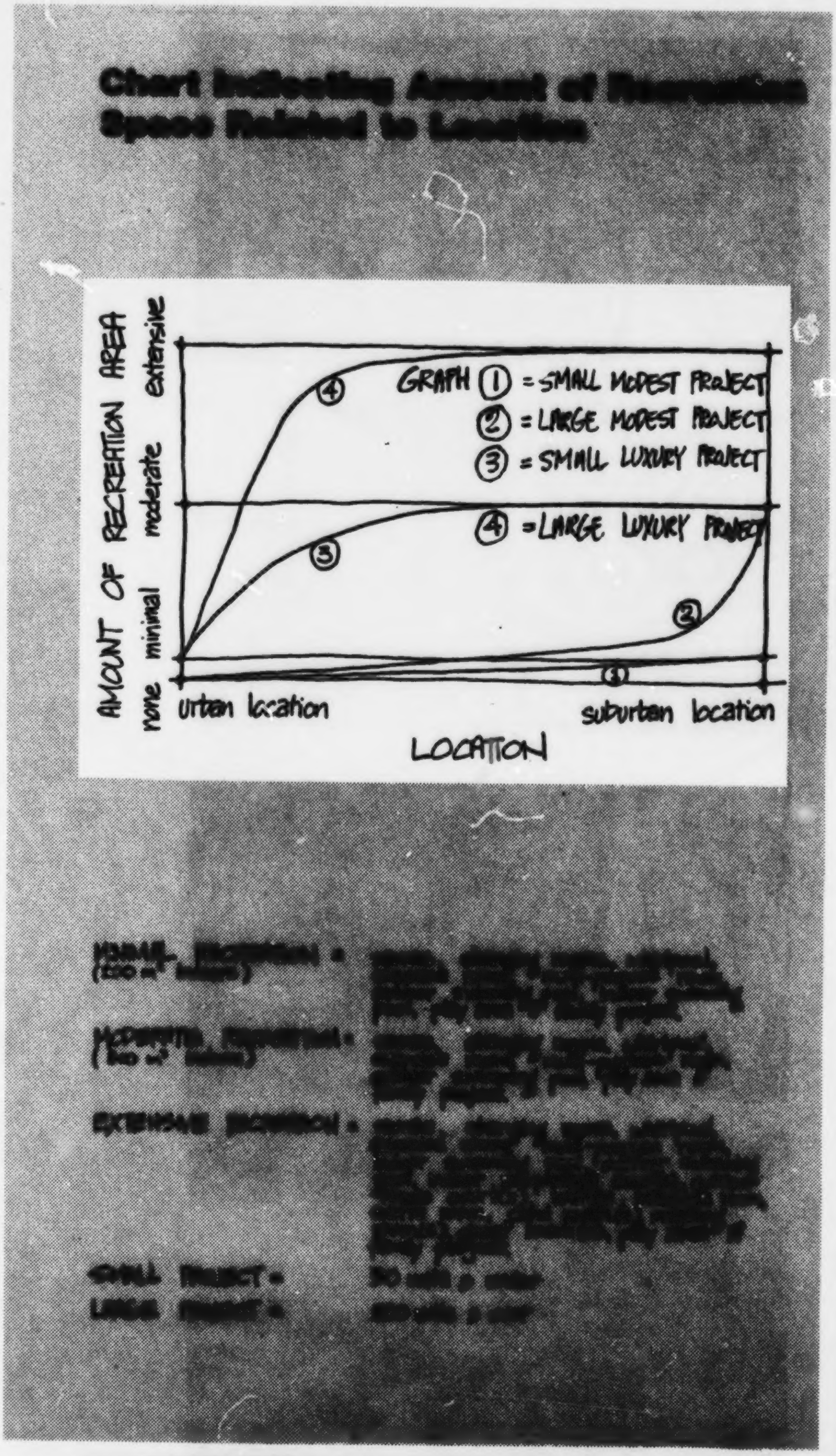
(2) Luxury projects generally provide more amenities than modest projects.

(3) Larger projects provide more amenities than smaller projects.

(4) Within a project, a developer may provide private facilities ensuite, including saunas, exercise rooms, rooftop terraces, etc. to compliment shared facilities.

indoor pool

billiard room



Risk of Over-providing Recreational Facilities

Recreational facilities are provided in condominium projects to cater to lifestyles, identified by market research. There is, however, a danger that both the developer and the market analyst may be lured into over-providing facilities as a marketing feature when a simpler solution would have done. The consequence will be underused facilities and high maintenance costs for the life of the facility. A well-balanced facility, where needed, will provide opportunity for social interaction, sport functions and private relaxation.

Many existing projects find that their recreation facilities are under utilized, particularly where professional staff organization of activities is not provided. Detailed market research in the planning stage can safeguard against the overbuilding of common facilities which have to be maintained at some expense by the owners for the life of the project.

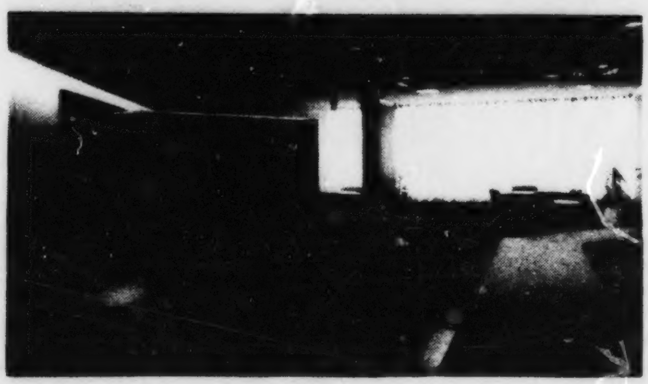
Recreation facilities are often best utilized where leadership and programs are provided.

Size of Recreational Facilities

For other than very high priced projects, it may take 400 or more condominium units to support an extensive recreation facility including an indoor pool, racquet sport facilities, fitness centre, whirlpools, saunas, activity rooms, party room, etc. 200 units can maintain fewer facilities. Townhouse developments and small apartment buildings are seldom capable of offering more than minimal facilities, because of their project size.

Such facilities must be easily accessible to all units in the condominium and should not impact on the visual or acoustic privacy of the individual dwelling unit.

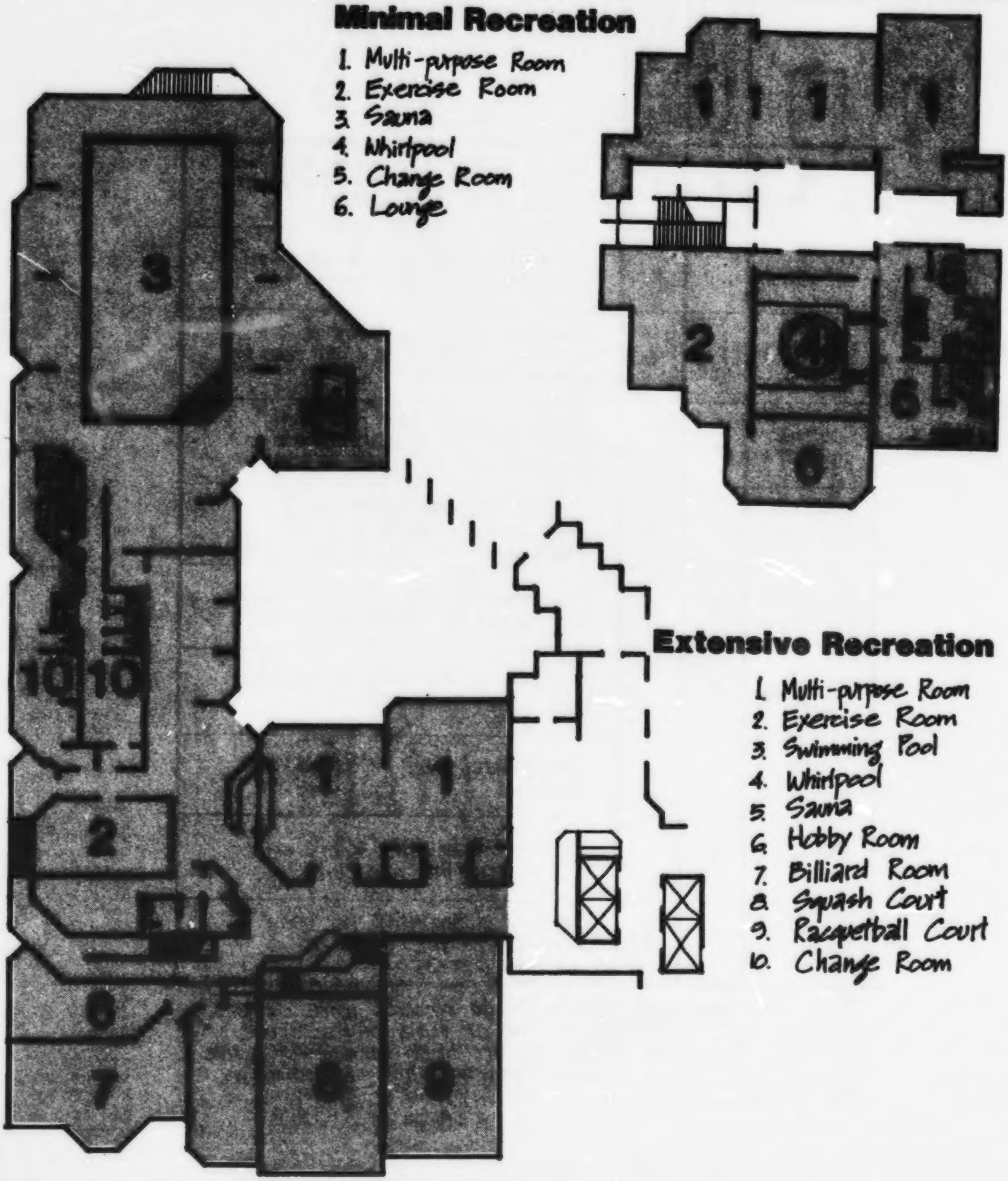
Condominium corporations frequently have a management company run their project, the costs of which vary depending on the size and character of the project.



	TENDENCIES: Provide more amenities	TENDENCIES: Provide less amenities	
Luxury project	●	●	Luxury projects may be able to afford extra amenities, but buyers may prefer to belong to clubs instead.
Modest project		●	Lower priced projects cannot afford extensive recreation areas.
Urban project		●	Downtown is the equivalent of a recreation centre, there is less need to provide amenities.
Suburban project	●		If project is far from centres of opportunities for recreation, more amenities will be needed on site.
Near amenities		●	If shopping centre, tennis courts, park, pool are available in the neighbourhood, less is acceptable on site.
Far from amenities	●		If no amenities are available nearby, they should be provided on site
Buyers active	●		Physically active, outgoing people need more amenities.
Buyers passive		●	"Homebodies" need no extensive amenities.
More units	●		The cost of amenities is less per unit if there are more units.
Less Units		●	The cost of amenities per unit increases if the number of units is decreased.

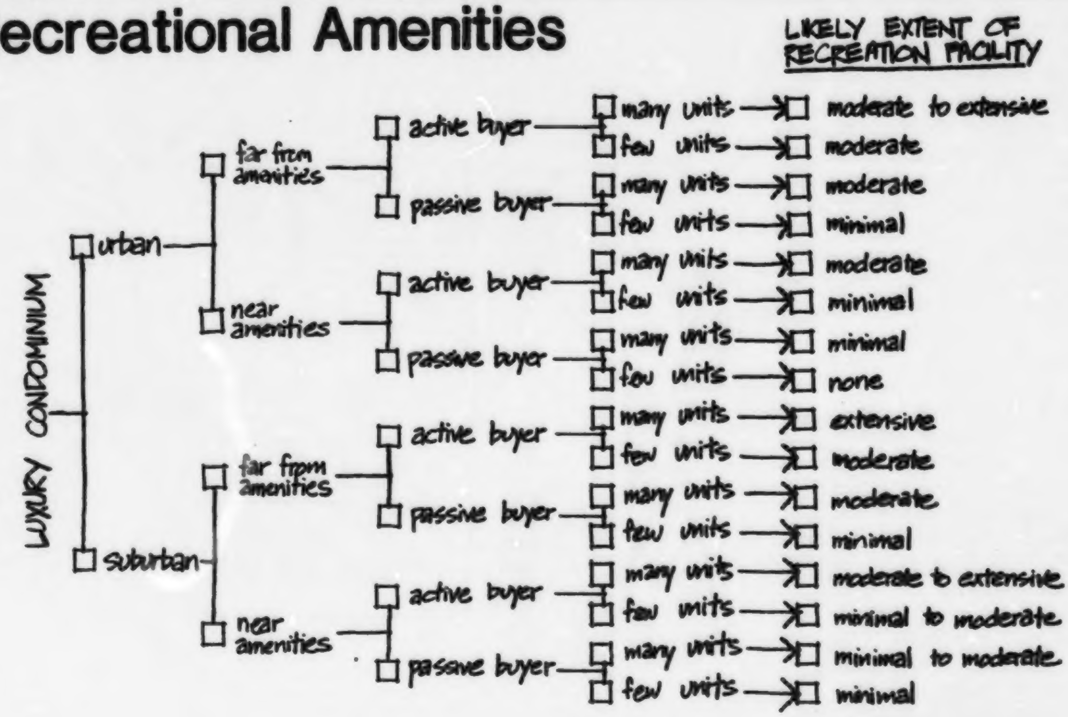
This table indicates tendencies to provide more or less amenities when subjected to one or more of the above criteria. Thus more amenities are likely needed for active buyers in a luxury suburban project with many units in the project.

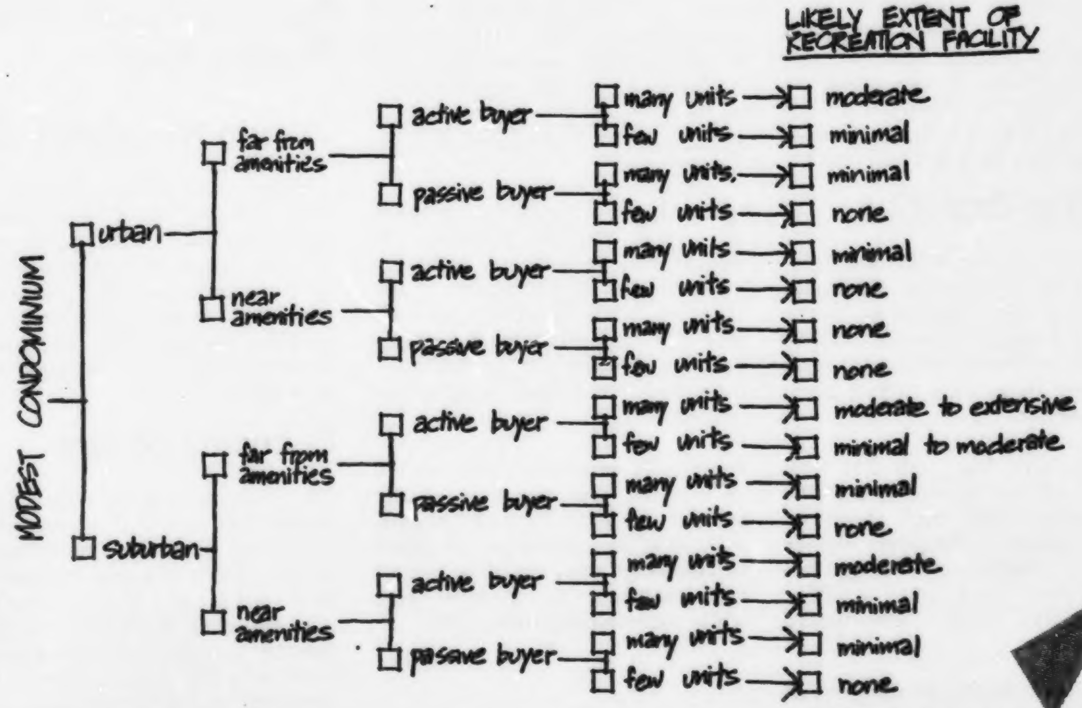
LEVEL OF RECREATION AMENITIES: Related To Price, Location, Size and Lifestyle



A COMPARISON OF RECREATION FACILITIES IN TWO PROJECTS

Recreational Amenities





7. Project Size

Is Bigger Better?

Public opinion used to be that more of anything is a good thing and that bigger is better! Condominium projects generally followed this philosophy at the beginning because there was economy in large scale construction and more units on a given piece of land resulted in lower land cost per unit. Great efforts were expanded to rezone lands toward this objective. Units per hectare and total allowable gross floor area became the key expressions in all feasibility studies, and more of each were indicators of success. With the evolution of condominiums with extensive recreation areas it became even more critical to have at least a minimum number of dwelling units able to support the ever increasing amenities. The total number of units in urban projects were not as critical as in suburban projects because the city itself was considered to be the amenity. This is why small, infill projects without recreation facilities were possible in near downtown areas. In order to provide an attractive package in the suburbs, however, at least 200 dwelling units were required, but several successful developments exceed 400 units.

Small is Beautiful

While from a landcost and amenity point of view a large suburban project appeared to be valid, smaller scale urban projects offered intimacy, style and exclusivity at a higher comparable cost.

Considering the general direction of the economy and the realization that "big" is sometimes wasteful, "downsizing" or creating better efficiency became the trend of the 80's. Small is now considered beautiful.

There is, no doubt, an element of necessity in the downsizing trend, but the composite lesson to be learned from all the trends to date is that people would like as large a unit as possible with as much amenities as possible in as small a project as possible for a given price.

Naturally not everyone of these objectives can be maximized in every project without infringement on the other desires. The size of land, location, by-laws and the target market practically determine the overall building bulk and the number of units.

It may be possible, however, to reduce the apparent bulk of the project by architectural means. Two smaller buildings, in place of one large one, could be one of such solution to reduce size while maintaining total bulk.

Factors Which Affect Project Size:

Zoning Regulates Size

Official Plans and zoning by-laws regulate total population in a Municipality. This is done by setting limits to the number of dwelling units per hectare and to the total gross floor area of the building on each lot, which have a direct bearing on building size on a lot.

Economy of Size

To make more of anything takes less effort per unit in an industrialized society, therefore a large project is more economical to construct that a small one and can be sold cheaper. Consequently, from the developer's point of view, a larger project is generally more desirable.

Size and Density are not the Same

A large number of small one-bedroom units on a given piece of land may be high density (units per hectare) but have a low bulk (total gross floor area). Conversely, fewer but larger 3 bedroom units on the same piece of land may be lower density but larger in bulk.

Land Cost per Unit

Putting two homes on a lot where there was only one before, theoretically cuts landcost per unit in half. Increasing density, therefore should reduce the sale price, which is an incentive to build larger projects.

Impact

A sudden change in the scale of a streetscape creates a visual statement that something foreign has happened to the neighbourhood. This potential problem may be overcome by sensitive architectural and landscaping treatment.

Human Scale

Large buildings tend to dwarf people around them into insignificance. A small building can be comprehended more easily in its entirety and will be less threatening to the viewer. Buildings closest to human scale are most comfortable to look at, and everything else being equal, are more desirable.

Market Absorption

Very large projects, are sometimes financed and may even be built in their entirety at once. If not sold out quickly, carrying costs may consume profits. Two smaller buildings in two phases are sometimes better than one large building.

From the Case Studies

"the smaller the unit count, the stronger your sales will be"

"I like the size of the building and the security"

"I think the density is too high. It was the largest project in North America at the time"

CHECKLIST

Project Size

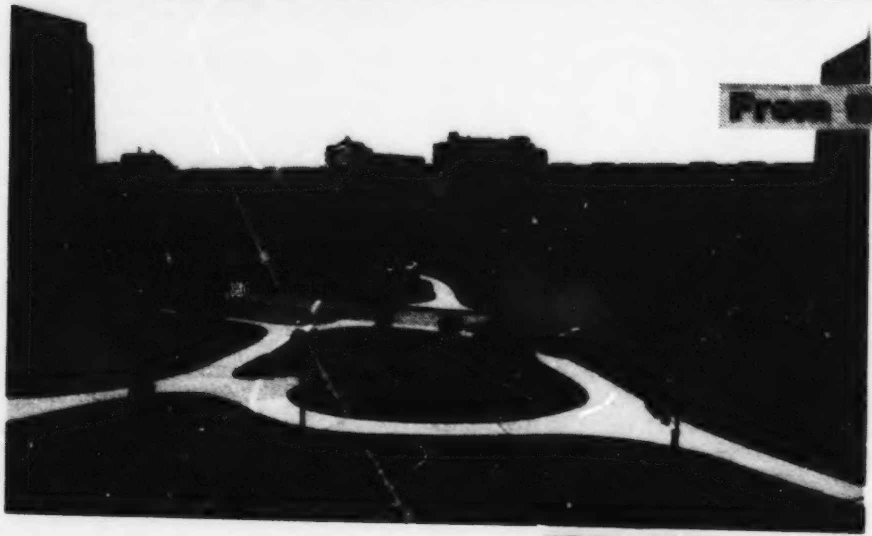
More Units:

- ☐ Reduce land cost per unit
- ☐ Reduce construction cost per unit
- ☐ Reduce servicing cost per unit
- ☐ Increase building bulk
- ☐ Increase impact on neighbourhood
- ☐ Reduce management costs per unit
- ☐ Make more recreational facilities feasible
- ☐ Make financing more difficult
- ☐ Lengthen market absorption time
- ☐ Increase density
- ☐ Increase traffic
- ☐ Increase wear and tear on common elements
- ☐ Reduce sale price per unit

Less Units:

- ☐ Increase land cost per unit
- ☐ Increase construction cost per unit
- ☐ Make project more exclusive
- ☐ Reduce building bulk
- ☐ Lessen impact on neighbourhood
- ☐ Increase management costs per unit
- ☐ Increase cost of recreational facilities per unit
- ☐ Make financing easier
- ☐ Reduce market absorption time
- ☐ Reduce density
- ☐ Reduce traffic
- ☐ Reduce wear and tear on common elements
- ☐ Increase sale price per unit

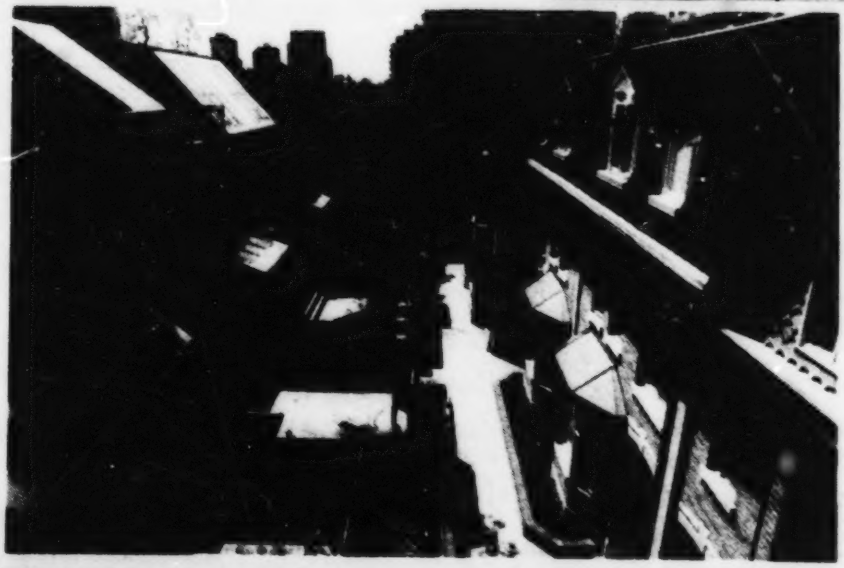
8. Site Development



From the Case Studies

"hate to go out to dinner because the view is fantastic"

"park center of project so nice the neighbourhood doesn't realize its private property"



"we would consider this project as a good example of design resulting in integration of multiple-family units into established area"

Community Acceptance

Successful projects are helped by the positive attitudes and goodwill of their neighbours. It is helpful to the marketing of a project if confrontations can be avoided between a development and its neighbours. These objections frequently result from rezoning applications and are usually based on the perceived disruption of a neighbourhood, especially by increased traffic, by over-shadowing, by over-taxing community facilities and by anticipated harm to property values.

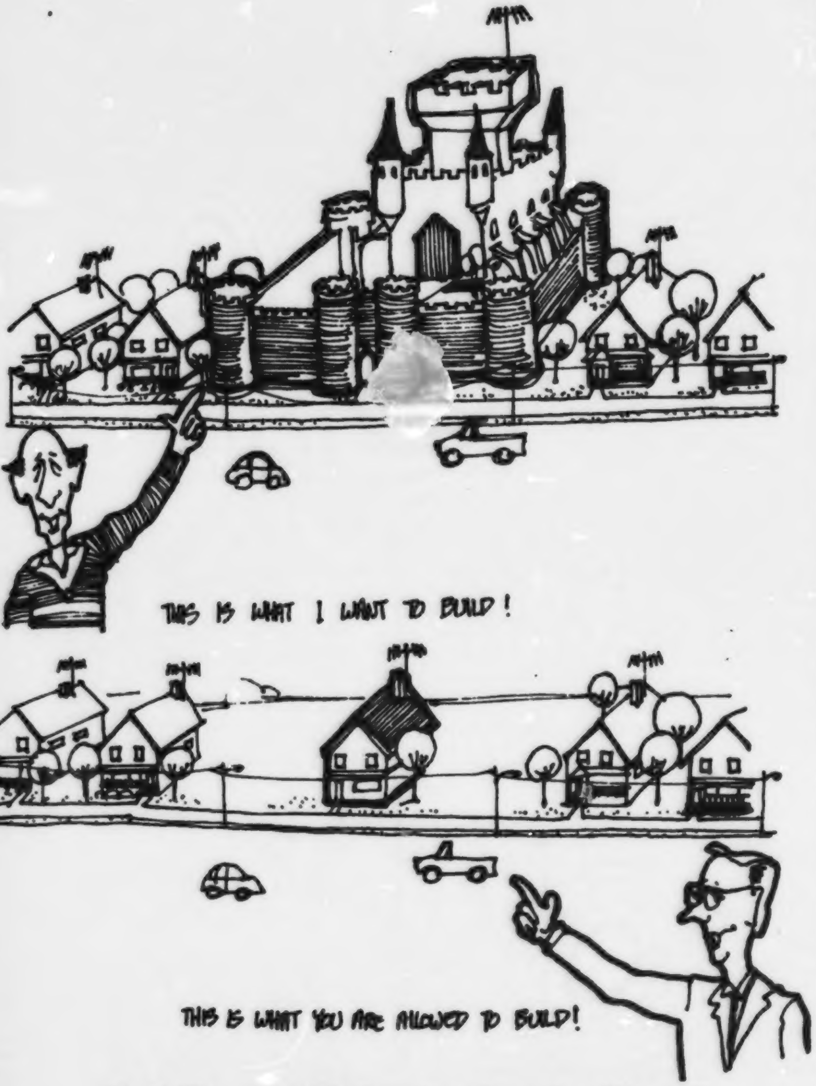
However, it is often in the neighbourhood's own interests to support condominiums, as they offer an additional choice of housing for residents. However, the neighbourhood frequently does not perceive the long term planning issues as important when faced with need for an immediate decision.

As objections can seriously slow project approval and add to development costs, developers and consultants should try to meet the needs of the community if possible. Such efforts frequently prove helpful in subsequent marketing.

Public and private design objectives are often in conflict.

Controls

Every structure built for the use of an individual will affect others as well. Therefore controls are set to regulate what can be built.

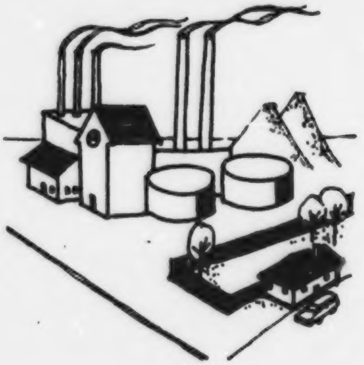


Public vs. Private Aspirations

The following development criteria reflect the general areas of public concerns with official plans, municipal policies and by-law control:

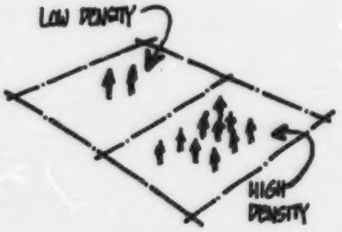
1. Land Use

The intended use of neighbouring properties is of interest to property owners who wish to avoid objectionable activities near them. Zoning regulations attempt to place only compatible uses adjacent to one another.



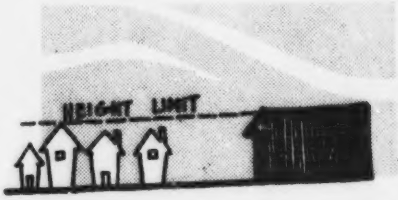
2. Density

In order to maintain homogeneity in a neighbourhood, the intensity of development is regulated by limiting the number of dwelling units buildable on a given land area.



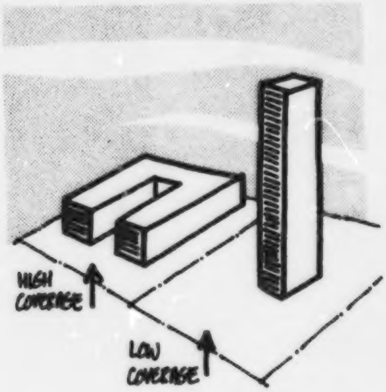
3. Height

While the same density may be achieved in either higher or lower buildings, some neighbourhoods have been developed in a particular building form common to that neighbourhood. To preserve this character, maximum building height regulations are imposed on all developments in the area.



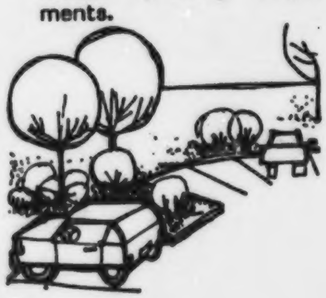
5. Coverage

The amount of lot area covered by buildings is a measure of the intensity of lot use and not of density. However, when more of the lot is covered by buildings, the impression is one of more density.



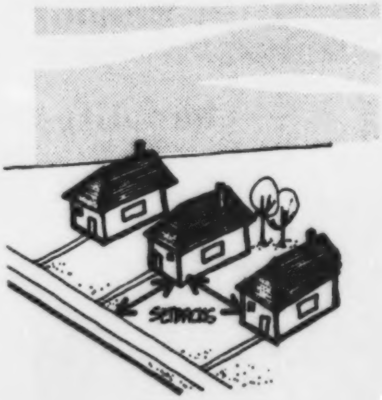
7. Parking

Additional traffic and parking on existing streets is not welcome in any established community. Parking standards are intended to accommodate the impact of the new project by specifying the number of parking spaces to be provided for owners and visitors. The amount varies from urban to suburban areas and according to the clientele expected in a project. Availability of public transit tends to reduce parking requirements.



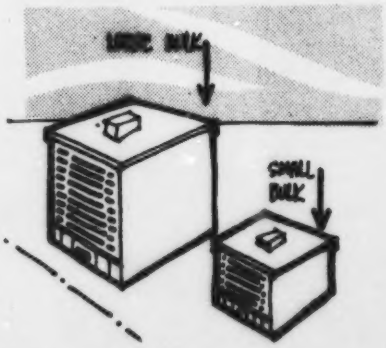
4. Setbacks

Distances of buildings from streets, lot lines or other buildings are intended to safeguard the traditional standards of visual privacy and streetscape.



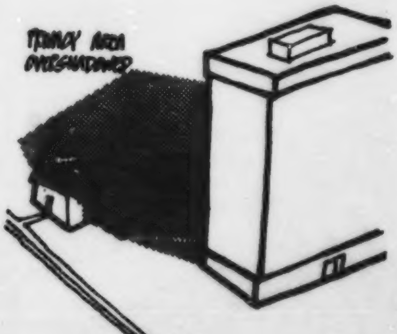
6. Bulk

The total amount of building volume buildable on a lot is the bulk of the building. This is the true quantitative measure of visible density. Bulk is limited by controlling the number of units per hectare, the total floor area of the building, and the heights and shapes of buildings.



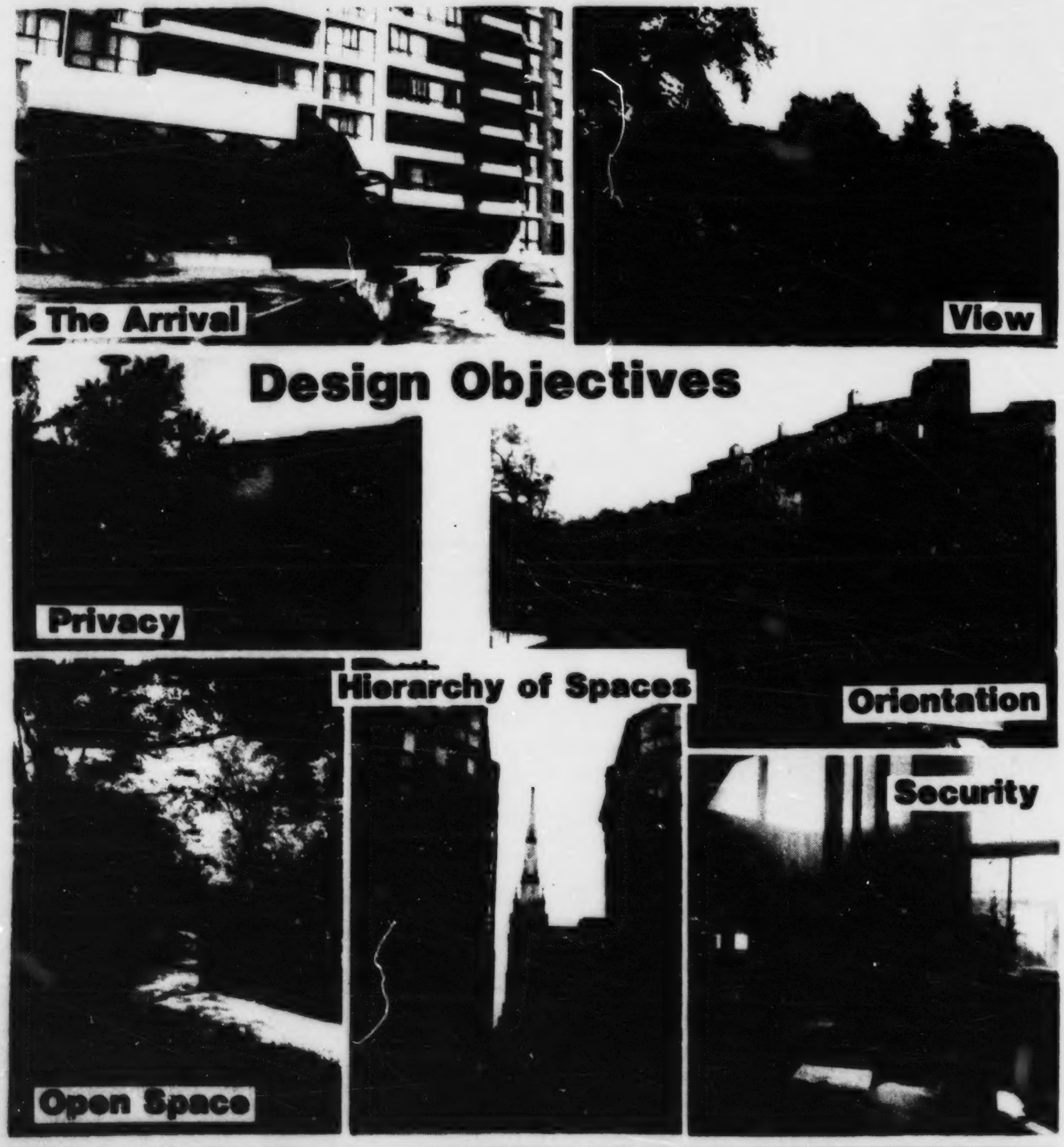
8. Shadows

Although not usually stated directly in by-laws, height and set back limits are partially intended to deal with shadows. Some municipalities state policies on the number of hours of overshadowing permitted by a new project on its neighbours.



Design Objectives

There are critical aspects of a project which relate to physical constraints such as the layout of the site, the layout possibilities within the building and the overall shape and appearance of the building. All of these require continuous reassessment in a design process where all the pieces are fitted together in a coherent whole to provide an answer to desires indentified in the Target Market Section of this book. While the Target Market Critical Elements state conditions to be satisfied, critical elements of Design are the solutions to these conditions. Not all elements are equally important, nor are they all equally possible to maximize.



1. The Arrival

A feeling of pride in one's home and a desire to create a good first impression are important to a home owner, regardless of the housing form.

Arrival should be an event and should be expressed in architectural terms. Smaller projects may express the sense of arrival with no more than an entrance gate and canopies over individual unit entrances.

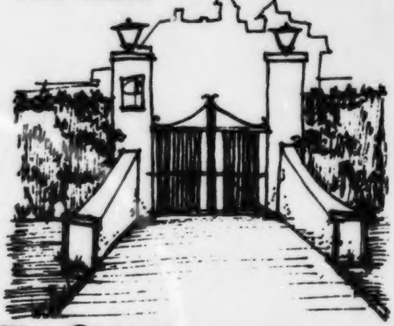
The experience of arrival at a house and being received by the host is an important event, one which can be difficult to duplicate in an apartment. A successful condominium must create a cumulative impression of welcome, from the reception at the main door, through the lobby, the elevators, corridor and suite entry.

Garage entrances are often forgotten as points of entry. Garage lobbies should be treated as main entries, appropriately reflecting the building's character.

Arrival is a Ceremony

NO DOUBT MILDRED. WE'VE ARRIVED!

The Gate



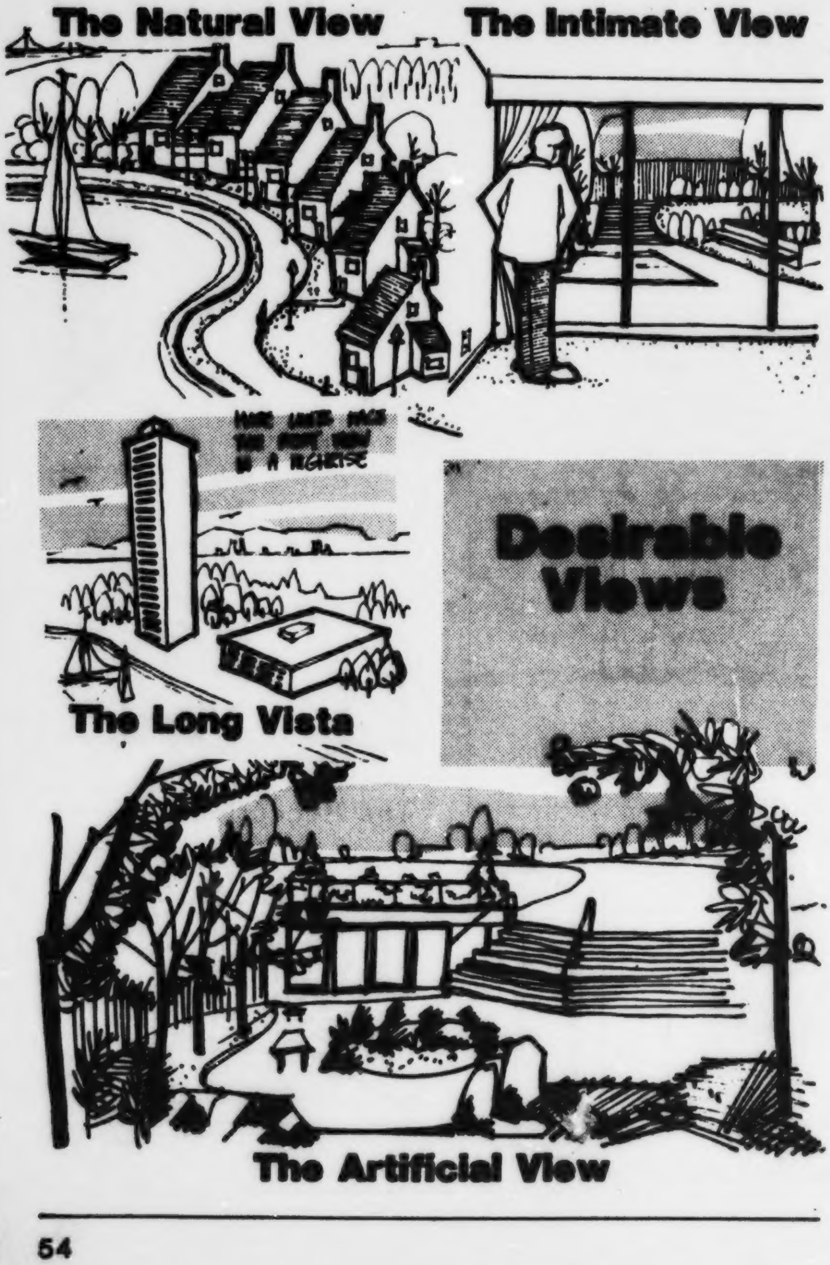
The Canopy

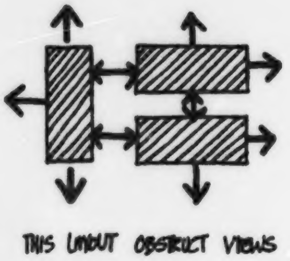
The Reception

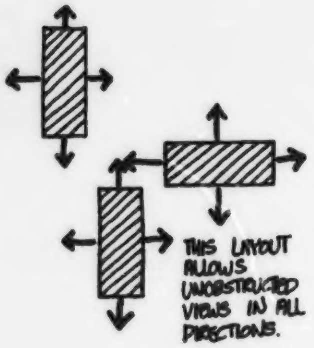
2. View

Views are important to the success of a condominum project. Most people prefer living on either the lowest or upper floors, the former for convenience and peace of mind, the latter for views and prestige. When designing for views, consider sun orientation, character of vistas, freedom from obstruction, character of street and grounds views and privacy from other units.

An objective of a good site plan is to minimize undesirable views and to exploit the potentials of good views to maximum advantage. Sites with limited view potential can provide inward-looking interest with courtyards, landscaped areas and activity areas.







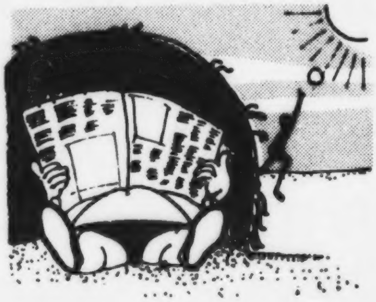
Adjacent buildings should not obstruct views

3. Orientation

General

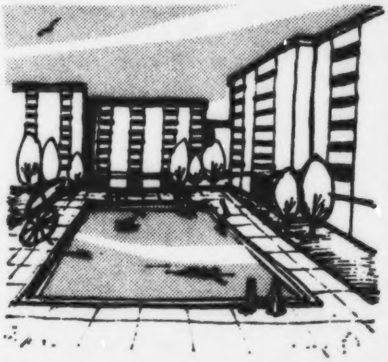
Although most people like the sun, some prefer to be in sunlight, while others prefer to be in the shade, looking out on sunlit areas. Few people prefer to be in dimly lit spaces.

Orientation in site planning is the art of placing public and private spaces to suit most people's preferences with respect to sun and shade.



Recreation Area Needs Sunlight

The orientation of common facilities, especially swimming pools is best facing the southwest sun directly or through skylights if necessary. Although recreation facilities must often be placed below grade, exercise rooms, swimming pools, party rooms or lounges must have natural light either through skylights, or special grading.



Different Plans for Different Orientations

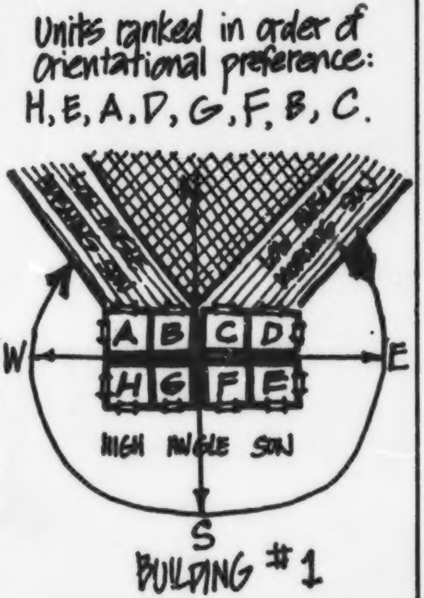
It may be incorrect, therefore, to plan a two building project with exactly the same plan if the buildings had different orientation. In the diagram below, the order of preference for dwelling units in Building #1 would be as before, but for Building #2 the likely preference would be P, L, M, I, O, N, J, K, in descending order. No matter how one turns or flips the plan of Building 1, the equivalent order in the location of building 2 can not be attained. It may be argued that units J and K are preferred to B and C in building 1, and that O and N are the near equal of G and F in building 1. Therefore, building #2 may be considered as having a somewhat superior orientation overall because it has fewer "undesirable" units such as B and C.

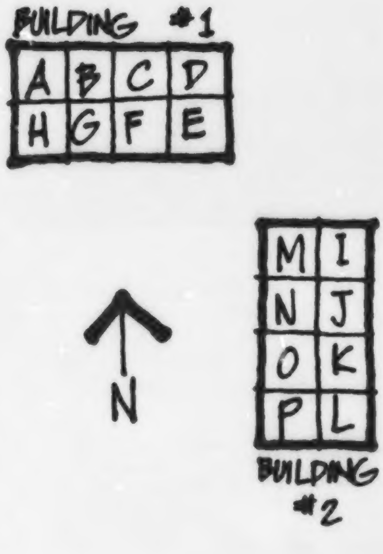
Match Orientation to Target Market

Referring to the diagrams, Ontario preferences for dwelling unit orientation are indicated.

The overall design should acknowledge that some north facing units may be desirable to add to the variety of units and to provide "price leaders". What appears to be a disadvantage in orientation may be turned to an advantage with a proper marketing strategy.

While it is not possible to place dwelling units on the site so they all face the preferred southwest orientation, it may be possible to create a hierarchy of dwelling unit types in which the order of size, price and order of orientation preferences match. Thus units B and C in the above diagram could be the smallest, while unit H the largest and most expensive.





4. Open Space

Common Open Space

Open spaces around a project help form the initial impression of the site to passersby.

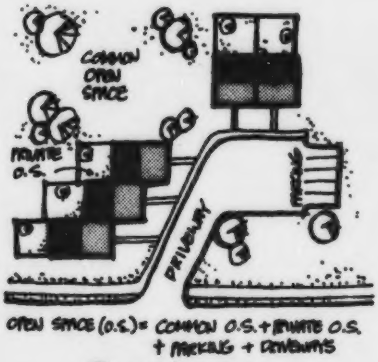
Areas allocated for the use of all residents in a condominium are common open spaces and may accommodate active or passive activities. Such open spaces may be treated as children's play areas, tot lots, general activity areas, ball playing areas, passive landscaped areas, ornamental gardens, barbeque areas, swimming and sunbathing areas. Driveways and parking lots are also considered as common open areas.

These common spaces should be organized to provide the least amount of intrusion into private spaces and should be easily accessible to the residents.

The disposition of common and private open spaces must be carefully evaluated in order to avoid a conflict of lifestyle inherent in adult and family living.

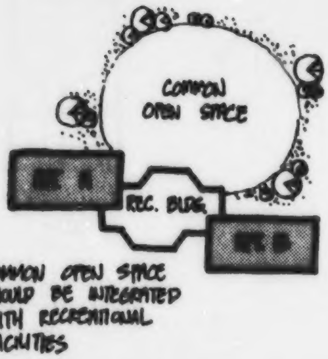
Outgoing, affluent and childless adults will not likely require as much open space as less affluent families with many children who will likely have to spend more of their recreation time within the project.

In townhouses, active common open space is best located at the end wall of the houses, away from windows requiring privacy.



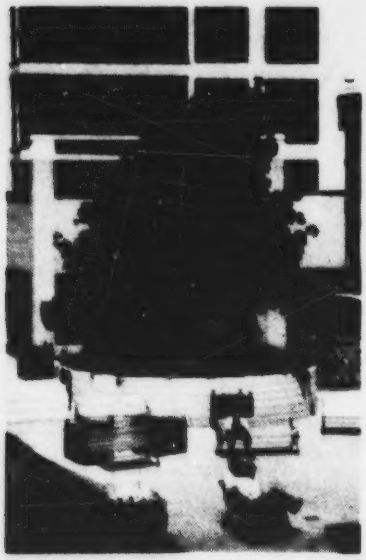
Townhouse

Children need more open space



COMMON OPEN SPACE SHOULD BE INTEGRATED WITH RECREATIONAL FACILITIES

Apartment



Adults need less open space

In apartment projects, common open space should be integrated with the indoor recreational facilities for convenience and maximum visual impact.

Active open space should be designed for seasonal changes. A hard surface area for general play in summer becomes a skating rink in winter.

Open space at grade can penetrate the building wall in the form of a colonnade, providing weather protection and easing the abrupt condition where wall meets ground.

Colonnade successfully merges public and private open space

Private Open Space

Where private recreation areas are provided as part of the total open space, they should be separated from other open spaces to preserve privacy. This can be done by fencing, landscape materials or grading.

Open Space for Cars

While parking areas and driveways contribute to the visual openness of a project, keep these elements as small as functionally possible.

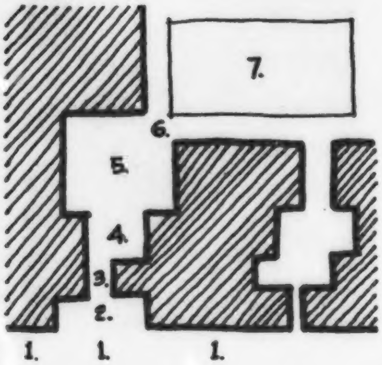
The extent of roadways and parking varies with the form of housing and the type of parking proposed, whether in-unit, surface or underground. The more parking that is placed underground, the more potential there is for landscaped open space.

Surface parking areas must be designed to facilitate easy snow removal and storage.

6. Hierarchy of Spaces

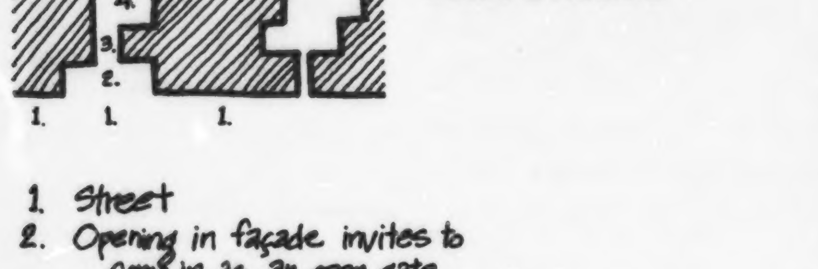
Not all spaces are equally important and not all can be perceived at the same time. Spaces unfold to the viewers in a sequence which can be planned by the designer. A large space has more impact if the viewer has to go through a narrow space first.

Experiencing the interplay of spaces is an adventure. In urban settings, the spaces between buildings are often more important to the public than the buildings themselves.



An Urban Space Adventure

1. Street
2. Opening in façade invites to come in as an open gate
3. A slight squeeze establishes scale and prepares to anticipate
4. Opening space gives hint of things to come.
5. Apparent closure of space indicates one has arrived.
6. Small opening raises curiosity
7. Following large space is a contrasting surprise.



Unfolding a Sequence of Spaces

6. Security

Building security is becoming a significant feature in condominium apartment housing. Large projects have more security options open to them. Small projects, unless they are very luxurious, cannot afford a doorman, for example. While many projects can be successfully marketed with unmanned electronic security systems, there is a need for projects offering a full security package, including a doorman, TV monitoring, ensuite emergency buttons and protection for owners. Buildings with full security will appeal to specific markets and needs. While many people appreciate the peace of mind offered by security, other may feel uncomfortable with such surveillance.

7. Privacy

General

People seek privacy from visual, acoustic and other forms of encroachment. Like freedom, privacy in society can not be absolute, but should be maximized.

When several dwelling units share the same lot, individual freedom is automatically reduced.

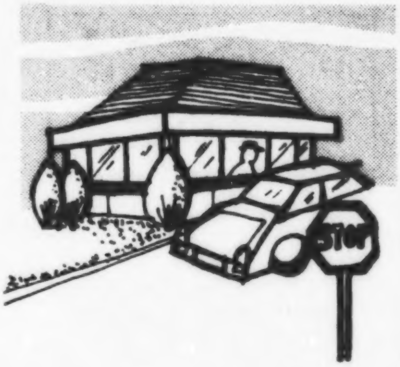
In the design of condominiums, one dwelling unit cannot substantially encroach on the privacy of another dwelling unit without destroying the balance inherent in the condominium concept which includes individual control over one's dwelling unit, and its privacy.

Visual Privacy

Unit owners wish to perform activities within their personal spaces away from the view of others. Traditionally, walls and distance were the only barriers which separated this private activity from public view.

In condominiums, visual privacy can be achieved by several means, including building orientation and window placement.

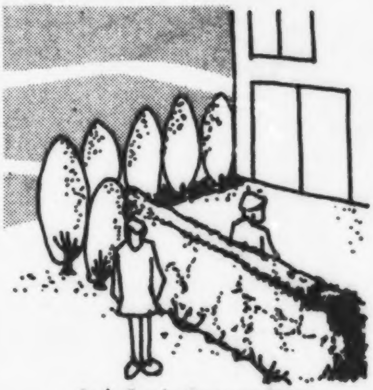
Security



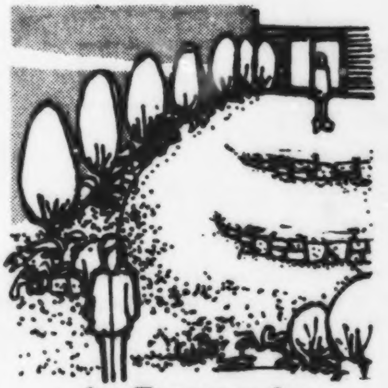
through the Gatehouse

through Monitoring

Visual Privacy



by Landscaping



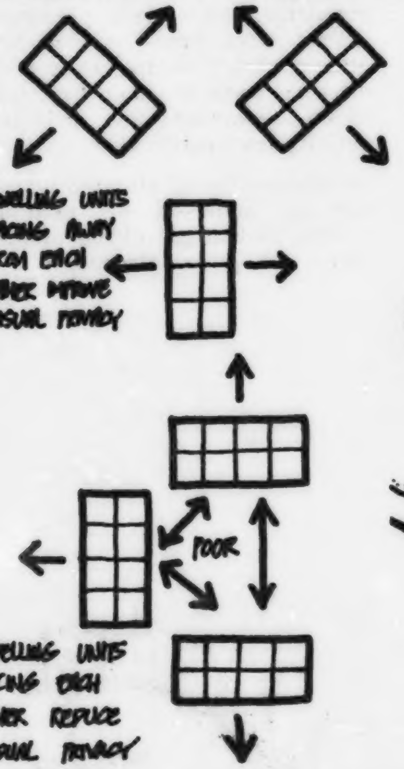
by Topography

by Adjacent blank walls

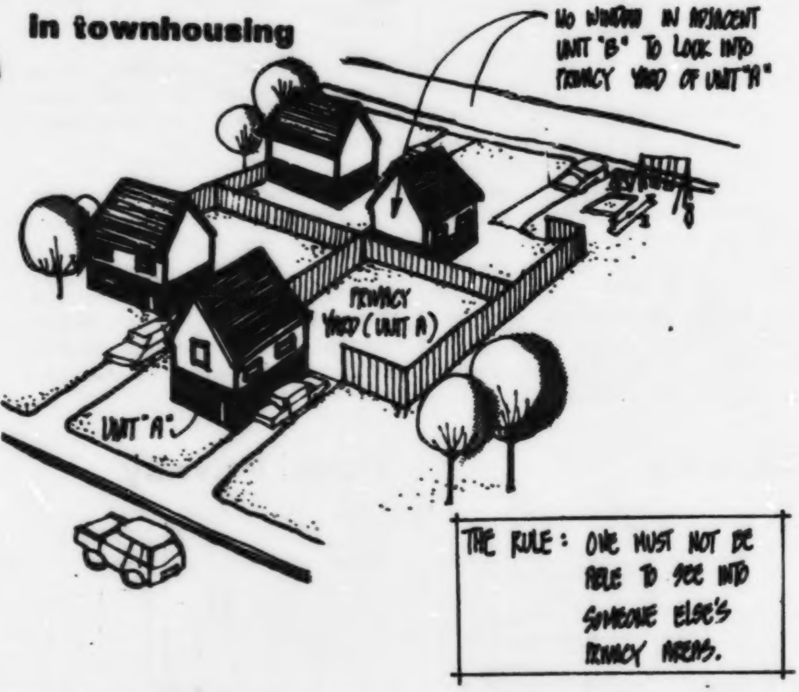
by Orientation

Building location affects visual privacy...

in apartment complexes



in townhousing



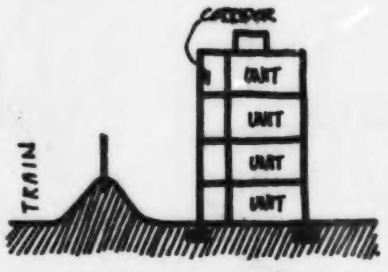
Acoustic Privacy

Good sound insulation from outside noises is also important to condominium owners.

Often, sources of nuisance noise at ground level can be minimized by site planning, through the erection of sound barriers in the form of earth berms or acoustic walls.

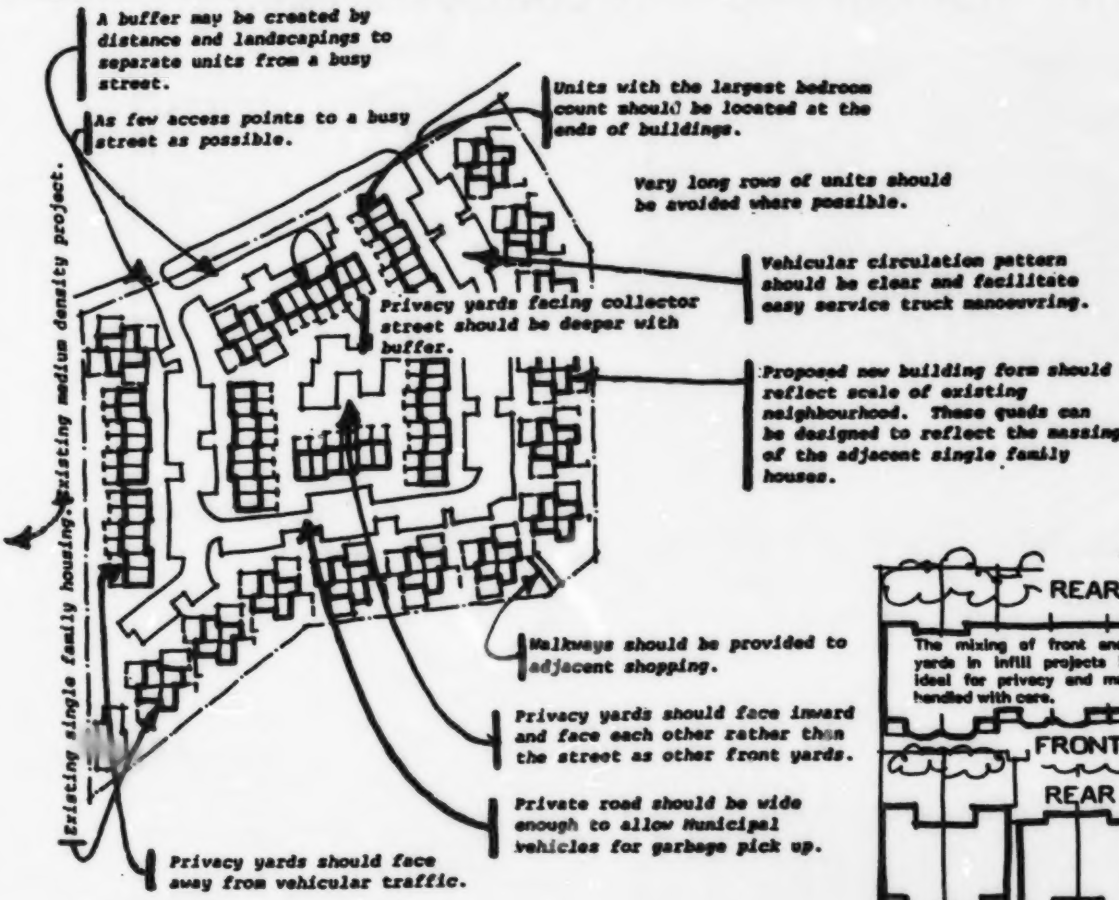
Acoustic Privacy...

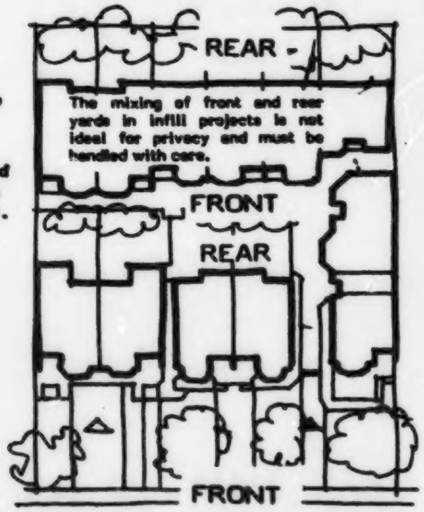
through Barrier Housing



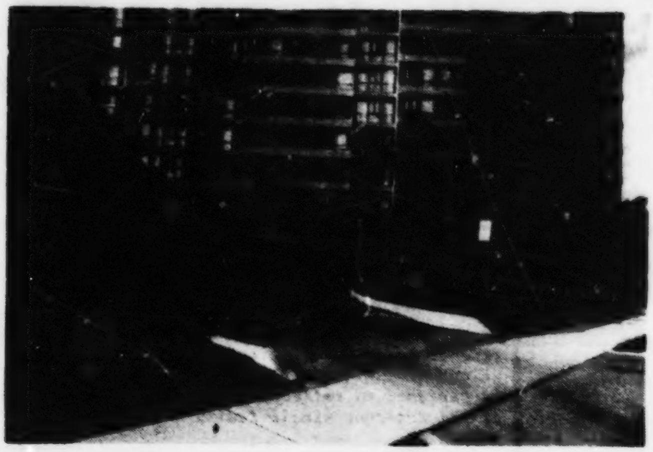
through the One-way Oriented Apartment

Low-rise Site Development Considerations

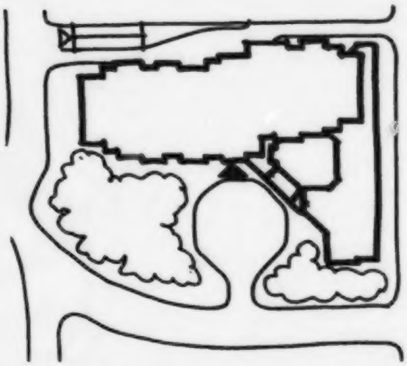




High-rise Site Development Considerations

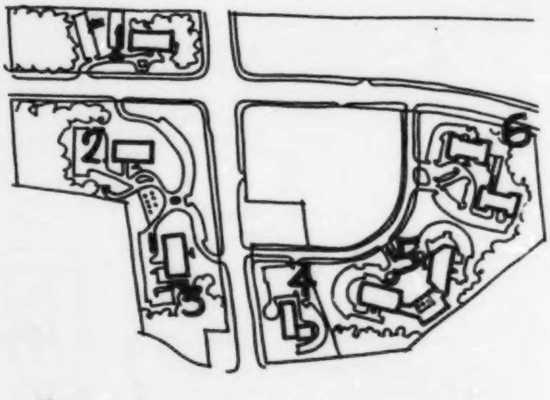


Urban Location: Identity is reinforced at front entrance



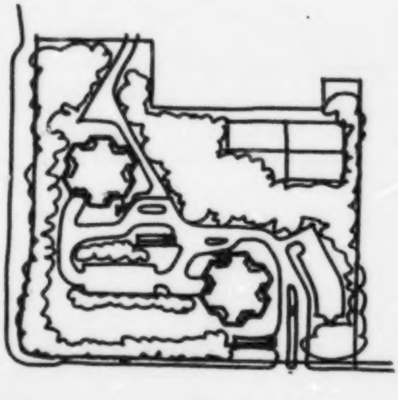
Urban solutions require less landscaped open space

High-rise: Relationship of high-rise buildings to established residential neighbourhood is most critical



Phased projects should develop their own identity by phase. Gradual improvements through phases may establish a market from previous phases.

Tall buildings offer panoramic views to more units



Suburban projects offer extensive landscaping, where the drive to the front door can be a scenic drive.

CHECKLIST

Site Development

SIZE OF LOT:

LOCATION:

- ☐ urban
- ☐ suburban
- ☐ suburban core
- ☐ rural

EXISTING ZONING:

LAND USE:

- ☐ existing residential
  - ☐ low density
  - ☐ med. density
  - ☐ high density
- ☐ to be rezoned to
  - ☐ low density residential
  - ☐ med. density residential
  - ☐ high density residential

NEIGHBOURHOOD:

- ☐ established residential
  - ☐ low density
  - ☐ med. density
  - ☐ high density
- ☐ transitional residential
  - ☐ tend to improve
  - ☐ trend to decay
- ☐ commercial
  - ☐ compatible
  - ☐ incompatible

AVAILABILITY OF SERVICES:

- ☐ public transit
- ☐ sidewalk
- ☐ roads
- ☐ drainage
- ☐ water/sewer/electricity

TOPOGRAPHY:

- ☐ flat
- ☐ moderate slopes
- ☐ extreme grade changes

VIEW: ☐ good view to:

- ☐ North
- ☐ South
- ☐ East
- ☐ West
- ☐ None

MAJOR ZONING CONTROLS:

- ☐ number of units
- ☐ total floor area
- ☐ height
- ☐ setbacks
- ☐ coverage
- ☐ amenities
- ☐ parking
- ☐ shadow control

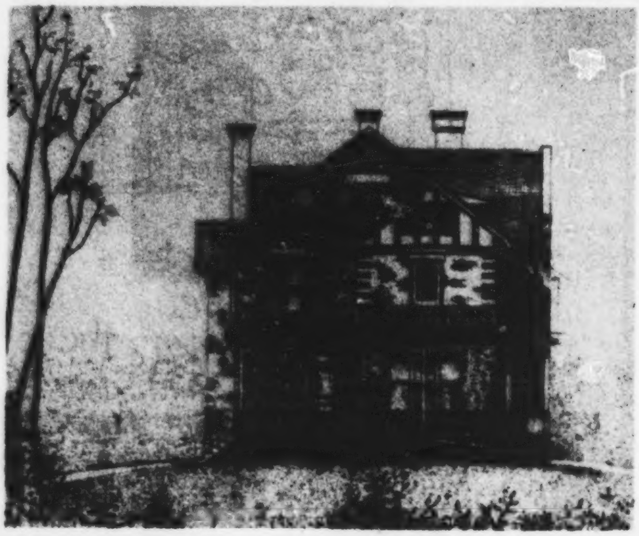
SECURITY:

- ☐ total site control
- ☐ front door control at building entrance
- ☐ control at unit door only
- ☐ special security measures

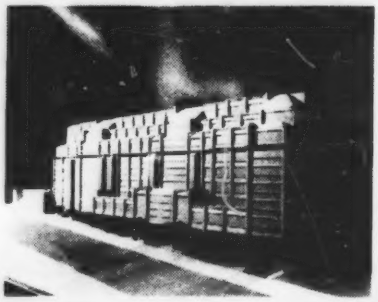
PRIVACY:

- ☐ visual privacy
- ☐ acoustic privacy

9. Building Form

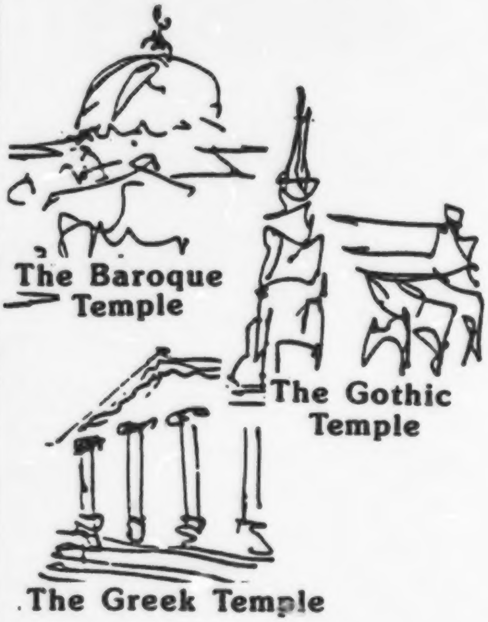


From the House of Our Aspirations...
we conceive the building form



History

Buildings have always served to provide not only protection from the elements but also to express society's aspirations. The great temples throughout history have performed their function efficiently while providing an expression of the cultural, political and social attitudes of the day.



Likewise, domestic buildings have traditionally provided the basics of shelter while also acting as a means of artistic expression.

From the Case Studies:

"the three-winged building design afforded maximum window and view capacity"

"exterior appearance is unique"

"we designed these townhouses to appear like three large colonial homes; the design approach satisfied local ratepayers who had large lots and expensive homes"

"corridors like a small street in Paris"

"should have our own parking spots"

"units have a high degree of individuality in facade treatment"

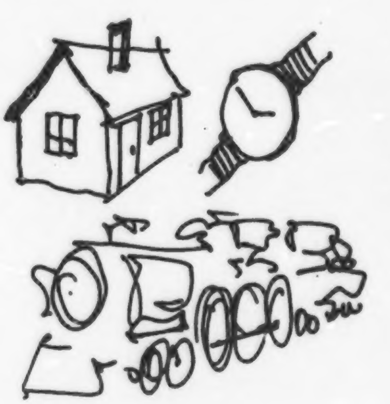
Determinants of Building Form

Building form is the expression of all considerations and constraints facing the development team. These include aesthetic and design aspects such as desired building image, design for views and privacy, the availability of land, zoning controls, topography and site orientation.

The following sections present these aspects in some detail.

1. "Form Follows Function"

The steam locomotive, the wristwatch and the traditional house each have a physical form which represents its function. The relationship between form and function is not easily understood.



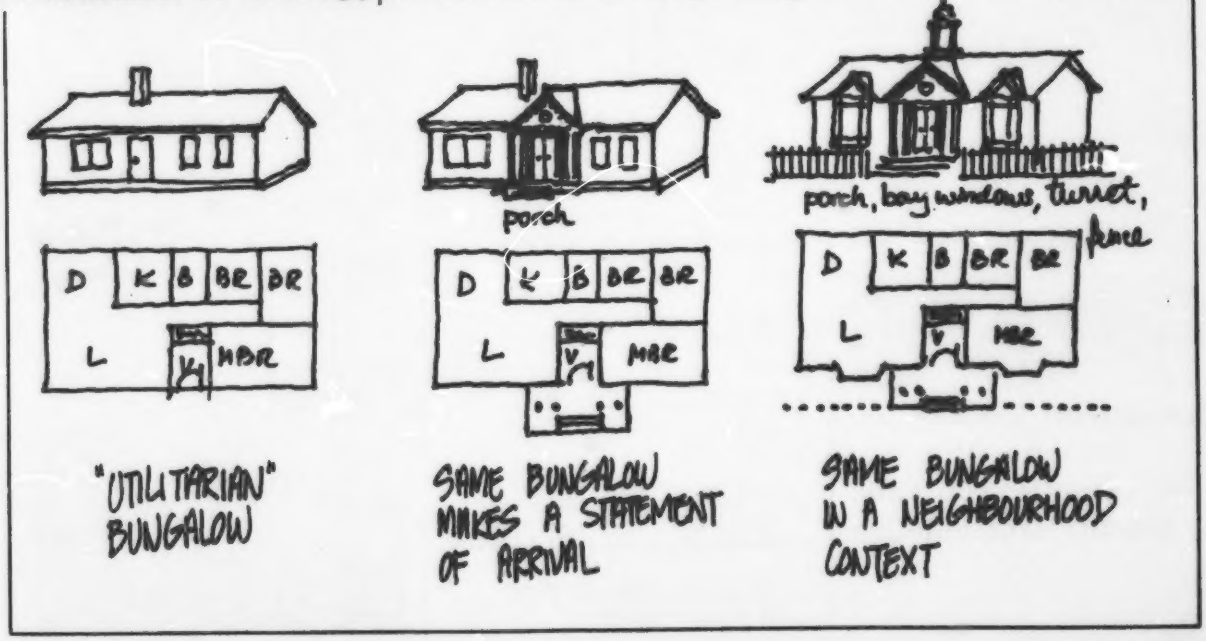
When the architect Louis Sullivan expressed his philosophy so succinctly, he conceived architecture as "a spiritualization of function and form which must both mirror and organize the social and cultural forces of each epoch." However, in the ensuing years, the predominant international movement of design portrayed buildings as mechanisms for shelter. For many years since then, the utilitarian box has been considered the appropriate expression of this function.

Domestic architecture in Ontario, however, has never followed the international style with much conviction and houses designed in the image of traditional styles have always been well received by the market. Our aspirations for homes led to the proud urban neighbourhoods such as Toronto's Kingsway, Rosedale and Lawrence Park.

While rental apartments of the 1960's were certainly utilitarian in appearance, current condominium trends suggest images of the popular residental buildings of the pre-international style era, constructed in the first half of this century. While mid to high rise condominium buildings in fact remain essentially simple functional building forms, decoration and ornamentation have returned in style.

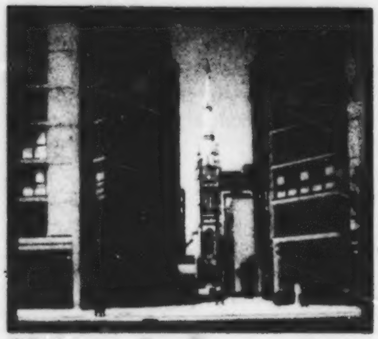
The re-introduction of traditional themes in condominiums provide an increased sense of individuality to the building and a more identifiable "house-like" image. The more articulate detailing and differentiation of individual component parts such as bay windows, balconies, terraces, and porticos has helped provide a new richness and completeness to recent condominium projects. And the introduction of such functional elements as terraces, balconies, solariums and sloping glazing truly carries on the tradition of "form follows function" using current technology.

In Addition to Utility, Function is Everything We Deem Important.



2. Availability of Land

In the evolution of condominium projects in Ontario, higher densities have been allowed on urban lots, but the larger size of available suburban lots often results in a large building bulk.

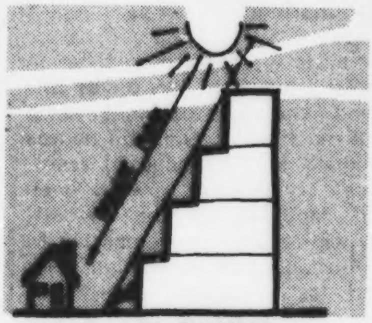


Urban Lot: 1 ac.
Density: 60 u.p.a.
No. of units: 60 units
Result: small building

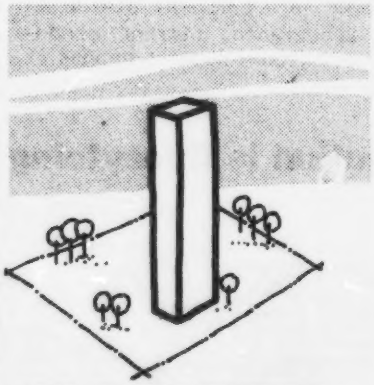
Suburban Lot: 4 ac.
Density: 40 u.p.a.
No. of units: 160 units
Result: large building

3. Controls

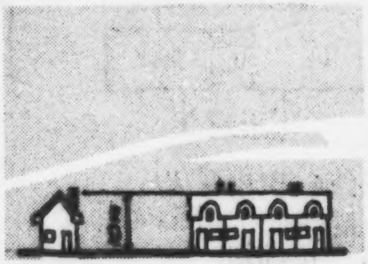
The purpose of controls, in general, is to maintain the character of a neighbourhood. Geometric limitations in by-laws may result in different geometric solutions and therefore a different building form.



ANGULAR PLANE REGULATIONS MAY RESULT IN A STEPPED BUILDING FORM



LARGE OPEN SPACE REQUIREMENTS MAY RESULT IN HIGH BUILDINGS



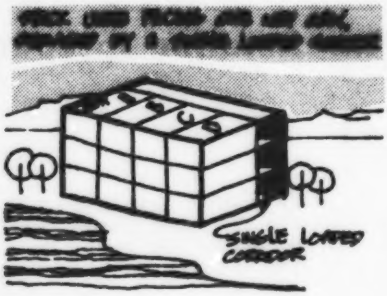
HEIGHT REGULATION MAY RESULT IN A LOW BUILDING

4. Site Dynamics

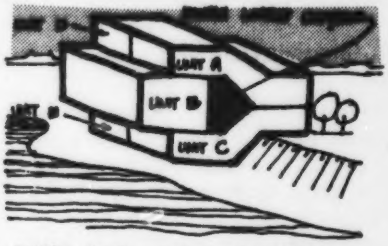
Specific site conditions can affect the form a building will take. A desirable view, predominantly in one direction, may requiree a building in which all dwelling units face one way.

STRING UNITS ALONG VIEW HORIZONTALLY

(A) THE HORIZONTAL ROW



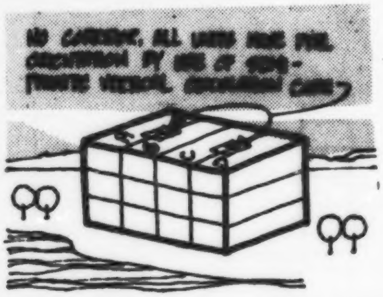
(B) "ONE-WAY LOADED" BUILDING



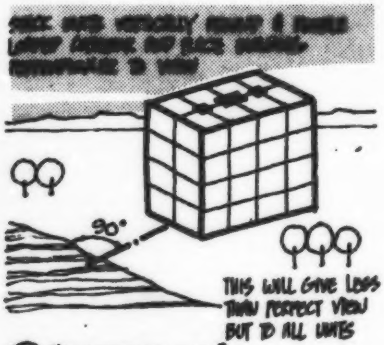
SINGLE LEVEL UNIT IS SANDWICHED BETWEEN FOUR SPLIT-LEVEL UNIT SERVICED BY A DOUBLE LOADED CORRIDOR

(C) "SKIP CORRIDOR" BUILDING

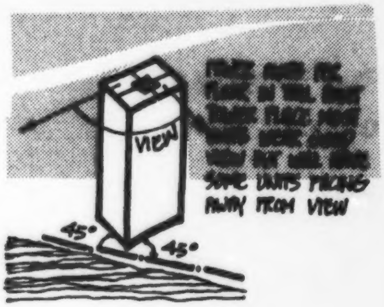
Building forms should respond to site dynamics...



(D) "THRU UNITS WITH SEMI-PRIVATE ELEVATORS



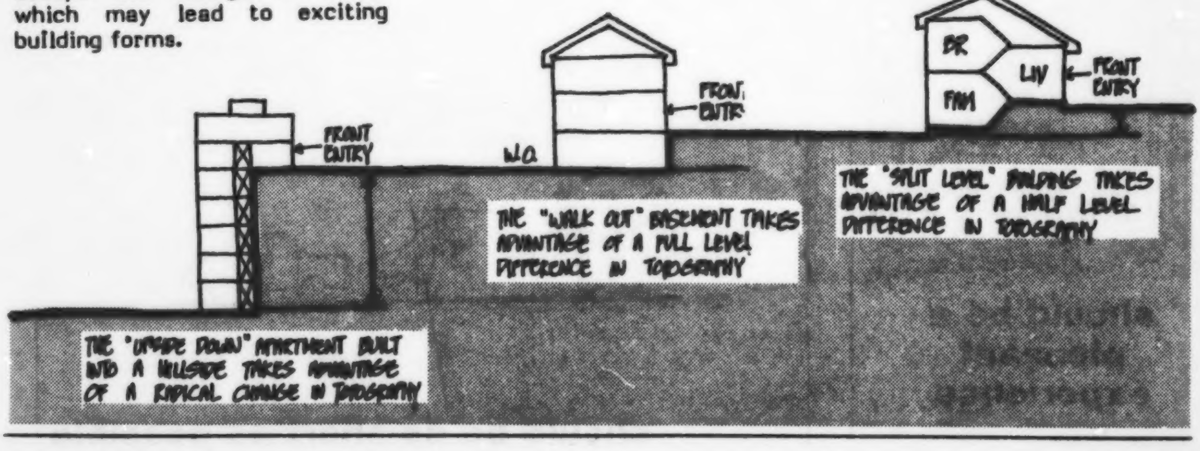
(E) "BEACHFRONT PLAN"



(F) "POINT TOWER"

5. Topography

Topography is often better to accommodate than to fight. Rather than level the site, accept the change in levels which may lead to exciting building forms.

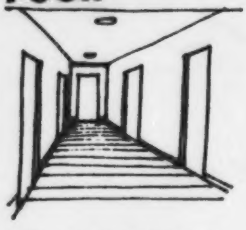


Circulation

Every building form has pedestrian and vehicular movement characteristics. In principal, purchasers prefer a minimum of access through common areas. Townhouses with individual garages, apartments with minimal corridors and parking garages with short walking distances are most successful. In Ontario, successful projects have avoided "walk-up" conditions of even one storey. Building forms are best either grade related (i.e. less than half a storey from grade) or elevator served.

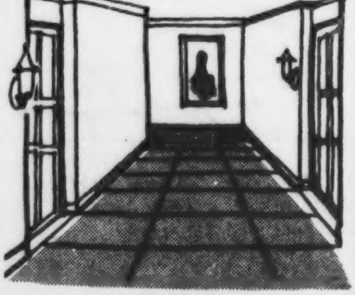
The journey to your door...

POOR



LONG, SEEMINGLY ENDLESS CORRIDORS EMPHASIZE THE INCONVENIENCE OF A LONG WALK

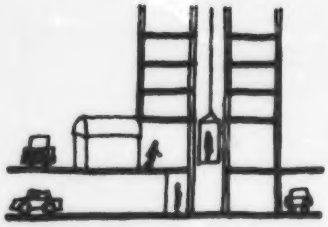
BETTER



should be a pleasant experience

The distance to your door...

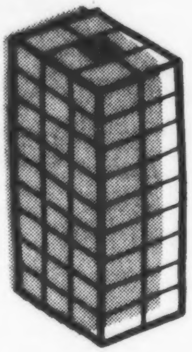
THE TOWNHOUSE WITH AN INDIVIDUAL GARAGE ACHIEVES THE SHORTEST CAR TO FRONT DOOR DISTANCE



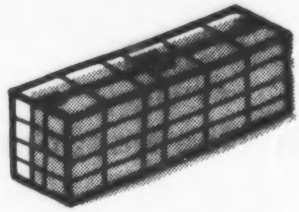
FRONT DOOR, LOBBY, UNDERGROUND GARAGE, ELEVATOR AND CORRIDOR OFFER PROTECTION FROM WEATHER IN AN APARTMENT, BUT WITH AN INCONVENIENT TRAVEL DISTANCE

should be as short as possible

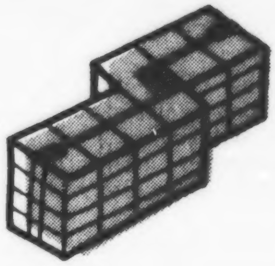
Circulation considerations...



CONCENTRATING THE CIRCULATION SPACES TO THEIR MINIMUM IMPACT MAY RESULT IN A POINT TOWER



A LONG BUILDING WITH A STRAIGHT CORRIDOR DOES NOT OFFER A PLEASANT CIRCULATION SPACE



A BREAK IN THE BUILDING WILL REDUCE THE VISIBLE LENGTH OF THE CORRIDOR IN HALF

can affect building form

How much circulation is needed?

The fewer, the better.

But if all these spaces must be provided, the sequence must be made interesting to create a sense of adventure.

The shaded areas are generally regarded as the "undesirables." None of these are req'd in the traditional house.

The desired sequence of circulation spaces has a bearing on building form.

Most desirable is the shortest trip from the street to the dwelling unit through as few different types of circulation space as possible.

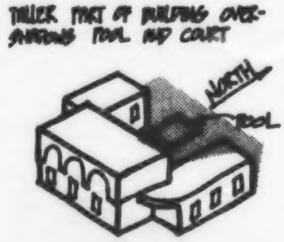
CIRCULATION AREAS	BUILDING TYPE: Traditional House	Condo Townhouse	Condo Apartment
Street	•	•	•
Front Gate	•	•	•
Gatehouse			•
Driveway	•	•	•
Drop-off	•	•	•
Port Cochère			•
Vestibule	•	•	•
Lobby	(shaded)	(shaded)	(shaded)
Corridor	(shaded)	(shaded)	(shaded)
Elev. Lobby	(shaded)	(shaded)	(shaded)
Elevator	(shaded)	(shaded)	(shaded)
Corridor	(shaded)	(shaded)	(shaded)
Dwelling			•
Ramp	(shaded)	(shaded)	(shaded)
Visitor's Parking	•	•	•
Garage	•	•	•

7. Orientation

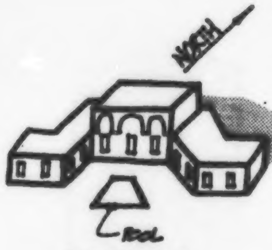
Building form should respond to the sun in order to maximize natural light and to respect energy conservation criteria.

In lowrise projects, this is largely done by site planning, but highrise buildings can substantially improve orientation by appropriate building form design.

There is a potential conflict between the desire for view, natural light and energy conservation. (Large windows contribute view and light while small windows save energy.)

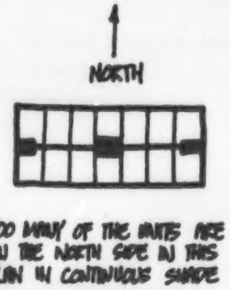


POOR

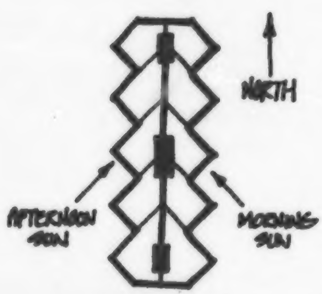


BETTER

Low-rise Response



STANDARD



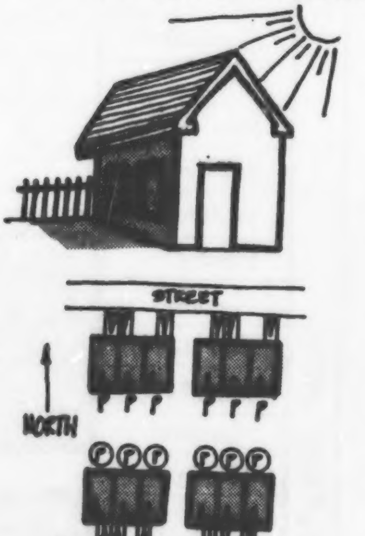
BETTER

High-rise Response

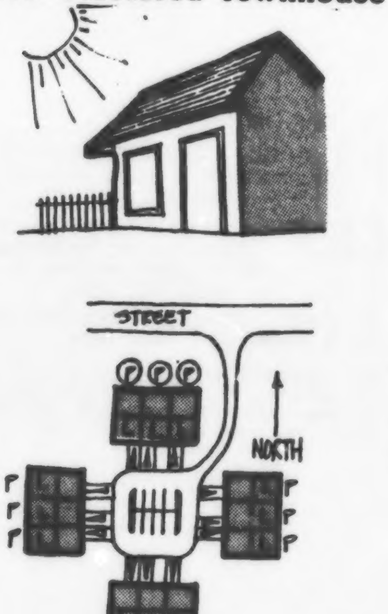
In a townhouse development, typically on a street grid, south facing living areas (L) and privacy areas (P) are preferable. Living areas can easily be arranged to achieve this by unit design.

In a clustered townhouse development, some living areas will face other than south orientation but fewer privacy areas will be in shade.

The Linear Townhouse



The Clustered Townhouse

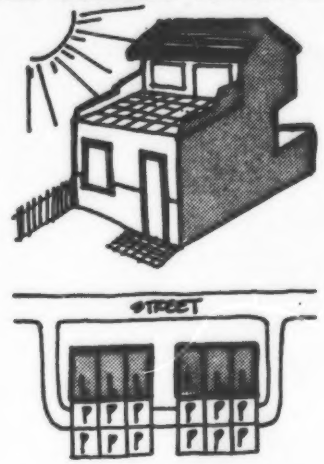


Linear and clustered townhouse orientations differ

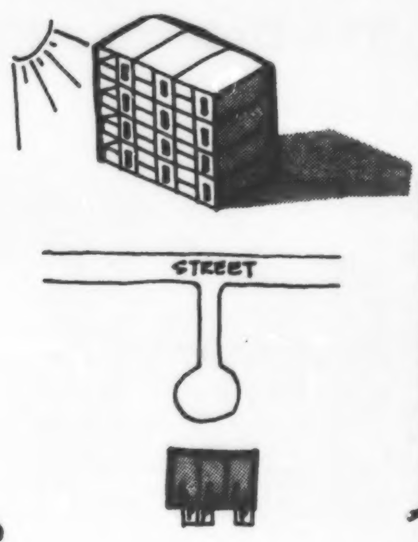
In a stacked townhouse development, all living and privacy areas may face a desirable orientation because, compared to the linear or cluster townhouse examples, there are only half the number of building blocks that have to face a desired orientation.

In an apartment project, all units and privacy areas may easily face the desired orientation, since there is only one building to be placed on site compared with two for the stacked housing example, and four in the linear and cluster examples for the same number of dwelling units.

The Stacked Townhouse



The Apartment Building



Stacked townhouse and high-rise orientations are more responsive

The Rectangular Apartment

...WITH PROJECTING BALCONIES, AFFORDED UNITS ONLY ONE ORIENTATION.

The Hexagonal "Pinwheel Plan" Apartment

...WITH ANGLED BALCONIES, IS MORE SENSITIVE TO DIFFERENT ORIENTATIONS.

The Enclosed Balcony Apartment

...IS NOT ONLY SENSITIVE TO ORIENTATION, IT ENABLES THE RESIDENTS TO ENJOY THE SUN WHILE BEING SHELTERED FROM THE ELEMENTS.

Apartment forms respond to the Sun...

BUILDING FORM PROTOTYPES

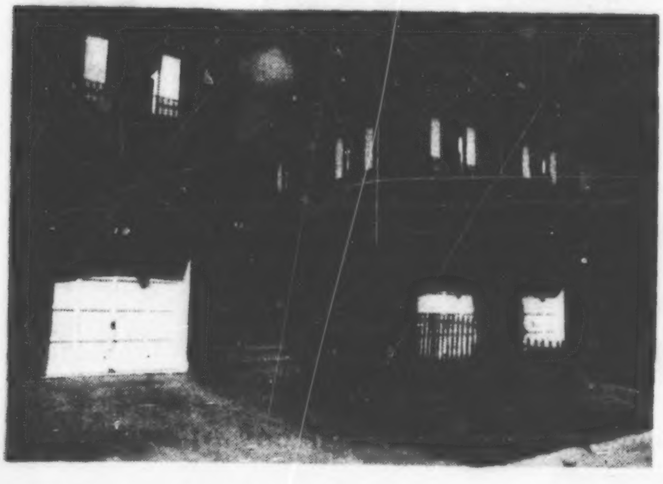
The Detached House

There are few condominium projects which have adopted this housing form. In the mid 1970's, some attempts were made in Ontario to offer detached condominium houses. The potential of this housing form has not been reached, however, because the differences from freehold detached houses are not significant in offered price or in lifestyle.

Characteristics of the Detached House

1) Traditional family values
2) Image of stability
3) Maximum Independence
4) Indoor outdoor relationship
5) Contact with the ground
6) Easy supervision of children
7) Status Easily Identifiable
8) Direct access to car from unit
9) Maximum privacy
10) Multi orientation
11) Basement space to expand
12) Low construction cost
13) High landcost

The Semi-detached House



While this housing form has been popular on the freehold market, its potential has not been explored as a condominium for the same reasons as the detached house.

Characteristics of the Semi-detached House

1) Traditional family values
2) Image of stability
3) Some acoustical dependence on neighbour
4) Indoor outdoor relationship
5) Easy supervision of children
6) Slightly less identity than detached house
7) Direct access to car from unit
8) Maximum privacy
9) Multi orientation
10) Basement space to expand
11) Low construction cost
12) Slightly lower landcost than detached house

The Townhouse

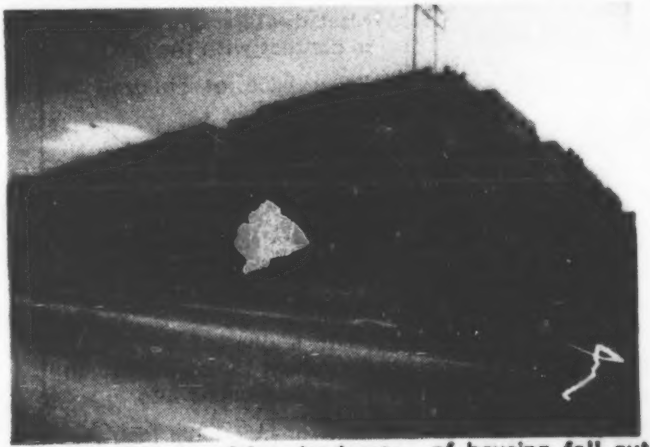
The condominium townhouse evolved as an economical alternative to the freehold detached or semi-detached house, by increased densities resulting in lower land costs per unit. The initial objectives were not to create an alternative lifestyle, but to offer as many of the traditional family features of the detached house as possible at a lower cost.

The suburban townhouse tends to follow this format, while the urban townhouse, by virtue of its higher landcost, tends to cater to higher income professionals with an adult lifestyle. Successful condominium townhouse projects have individual garages and as few levels as possible to approximate the traditonal detached house.

Characteristics of the Townhouse

1) Traditional family values
2) Image of stability
3) Some acoustic dependence on neighbours
4) Indoor-outdoor relationship
5) Contact with the ground
6) Easy supervision of children
7) Somewhat less identity than semi-detached units
8) Usually direct access from unit to garage
9) Maximum privacy
10) Multi orientation
11) Basement-space to expand

The Stacked Townhouse



In response to rising landcosts and out of concern over the proliferation of highrise apartment projects, the stacked townhouse was created. By various architectural methods, it was possible to provide reasonable outdoor open spaces for family living for every dwelling unit. This form of housing fell out of favour in the market due to inconvenient vertical circulation, acoustic problems, expensive construction cost and usually lack of direct access to the car. While none of these problems are unresolvable, the landcost advantages were eroded by the disadvantages.

Characteristics of the Stacked Townhouse

1) Approximation of traditional family values
2) Reasonably good visual control over children
3) Large privacy patios or terraces
4) Horizontal and vertical acoustic interdependence on neighbours
5) Generally indirect access to the car from the unit
6) Often too many steps are required to reach the upper unit
7) There is no basement to every unit
8) High construction cost compared to single family houses

The Mid-rise Apartment

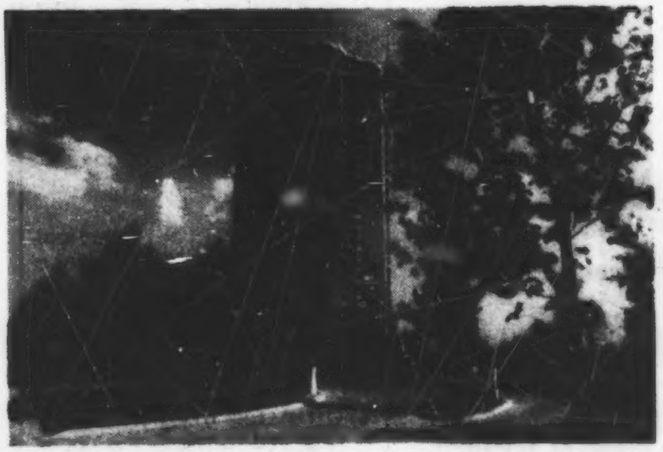
This form of housing was established as popular rental accommodation in Ontario's early history. Garden court apartments of three or four storeys blended in with the housing street-scape. On small urban lots, these apartments could not compete with urban townhouse or highrise apartments.

Where larger lots were available to permit greater number of units and somewhat greater heights (of about 6 to 8 storeys), this housing form flourished. The problem is the need for costly elevator service in a relatively low rise form.

Characteristics of the Mid-rise Apartment

1) Most dwelling units are not in contact with the ground
2) Supervision of children is difficult
3) Generally not conducive to traditional family style living
4) Adult lifestyle is most predominant
5) Indirect car to unit access
6) Usually well suited to urban streetscapes of human scale
7) Lack of individual identity; however depending on architectural expression, group identity may be a substitute
8) Lower land cost per unit than urban townhouse land, but higher than suburban highrise land

The High-rise Apartment



This building form evolved from planning objectives for higher densities and by the evolution of efficient reinforced concrete construction techniques. Originally the highrise apartment was geared to rental occupancy.

Government incentives encouraged "starter homes" in the early 1970's which introduced this building form on the condominium scene. Today, this form is the most popular for adult lifestyle condominiums.

Characteristics of the High-rise Apartment

1) Most dwelling units are not in contact with the ground
2) Supervision of children is difficult
3) Generally not conducive to traditional family style living
4) Adult lifestyle is most predominant
5) Indirect car to unit access
6) Historically most prominent in suburbs on large landscaped lots
7) Lack of individual identity; however, depending on architectural expression, group identity may be a substitute
8) Generally lowest land cost per unit of all forms of housing

The Mixed Use Building

The mixed use building, while not strictly a physical form, has certain characteristics to qualify it as a separate building form category. It can be either a midrise or highrise form with a commercial base which creates a podium or arcade, separating the condominium dwelling units from the street. This form requires public exposure for the viability of its shops, so it is usually located in central urban locations.

Characteristics of the Mixed Use Building

1) Located in busy central urban areas
2) Building is very close to the streetline, therefore no dwelling units are placed on the ground floor
3) Ground floor is allocated to commercial use
4) There is no direct access from garage to unit, often the commercial parking is combined with the residential parking
5) In many cases parking standards are minimum in anticipation of public transit
6) Most dwelling units are not in contact with the ground

CHECKLIST

FORM:
- ☐ Utilitarian
- ☐ House-like Features
- ☐ Fits Neighbourhood

DENSITY: ☐ High ☐ Medium ☐ Low

PROJECT SIZE: ☐ Fits Human Scale

ZONING CONFORMITY:
- ☐ Angular Planes
- ☐ Open Space
- ☐ Building Height

SITE DYNAMICS:
- ☐ Responds to Topography
- ☐ Acknowledge Desirable Views

CIRCULATION:
- ☐ Short Car to Front Door Distance
- ☐ Short Corridor and Lobby Travel

ORIENTATION:
- ☐ Living Areas
- ☐ Privacy Areas

10. Unit Design

Home Sweet Home

The dwelling unit is the last element in the journey through the condominium project, and it is the most personal. The dwelling unit in the condominium project is the equivalent of the house in the traditional sense and as such it embodies our perceptions and aspirations in society as much as it envelopes and accommodates our daily activities. As the house traditionally represented shelter, safety, warmth and cozy family-to-getherness, so must its modern equivalent, the condominium dwelling unit, offer more than mere space to accommodate eating and sleeping; it also must be a home.

Layout to Accommodate Lifestyle

The buyer's lifestyle must be reflected in the unit layout: a family with two young children would likely want the space divided into compartments so that each member of the family can have privacy and thus the emphasis would be on bedrooms, whereas a young couple having the same floor area may prefer more space allocated to living areas for entertaining.

It follows that lifestyle is as much a determinant of unit layout as the number of accupants, the number of bedrooms or affordability.

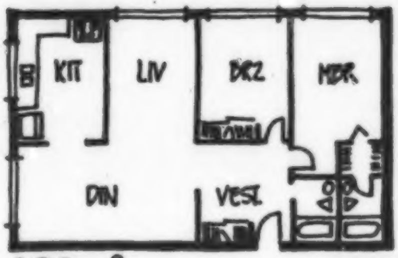
The number of bedrooms has diminished in importance in 1980's. In its place appeared "net floor area" as a quantitative and "lifestyle suitability" as a qualitative measure of value.

Establishing Unit Size

Historical Standard

The average traditional three bedroom bungalow in Ontario is around 100 m^2 in floor area. A slight majority of people in

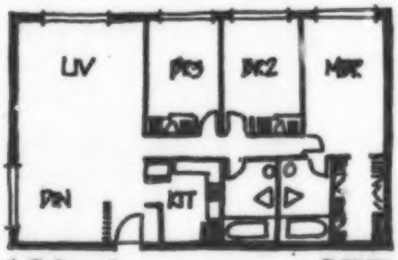
Unit A



120m² 2BR

Same size units may accommodate different bedroom counts

Unit B



120m² 3BR

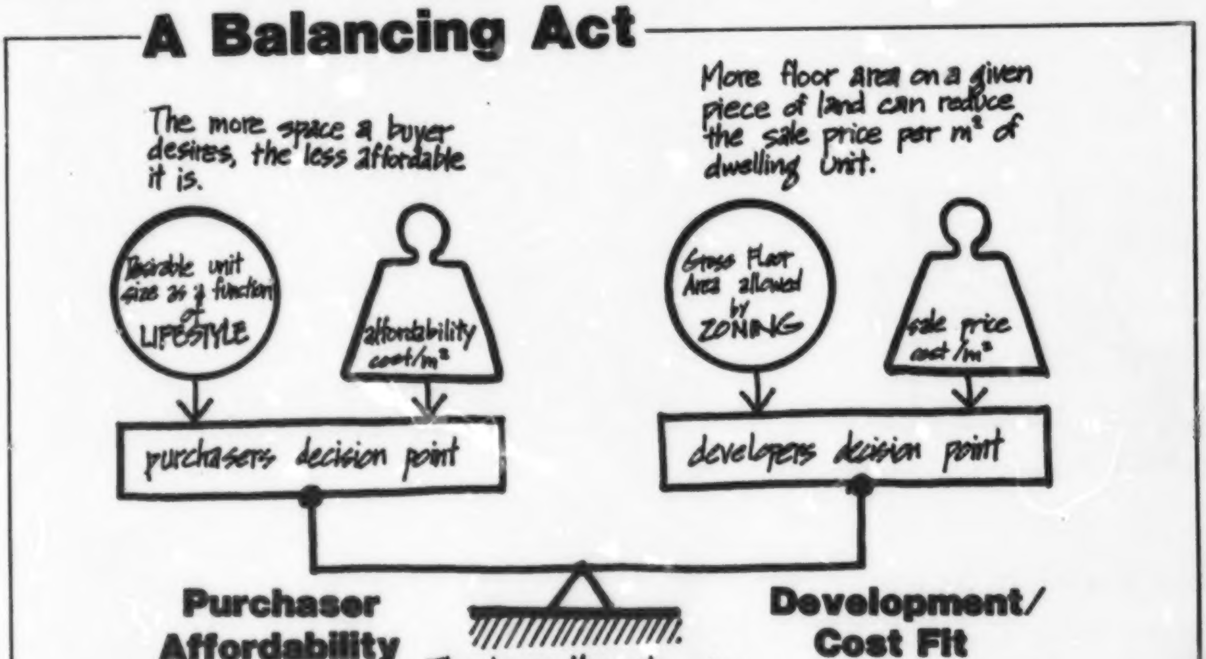
Ontario have grown up in houses of this size and perceive rooms and relationships with a house biased frame of mind. When this population searches for a condominium dwelling unit, they view room sizes by the same standard as the house they grew up in. The only obvious variable contributing to the overall floor area is the number of bedroom units of 90, 100 and 110 m^2 of floor area respectively, ought to be the average guideline for basic comfort.

Marketability

Condominiums can not be averaged, however, because each project is specially targeted for a specific segment of the population and few are aimed at basic comfort levels. A small 60 m^2 one bedroom unit in downtown Toronto may represent luxury, while 70 m^2 in a suburban project may be found inadequate. Luxury condominiums of the late 1970's in Toronto tended to average near 200 m^2 with some penthouse suites nearing the 400 m^2.

Cost and Affordability

There is a co-relation between lifestyle vs. affordability and zoning constraints vs. sale price wherein a delicate balance of the first two factors must be weighted against the delicate balance of the latter two factors in order to arrive at the correct unit size. It is an economic reality, that the last m^2 of a dwelling unit is less expensive to construct than the first by a substantial amount. Thus to increase a 100 m^2 unit to 101 m^2 costs very little in proportion to the total. Yet the unit layout may be improved substantially by this small increase in floor area. Zoning by-laws generally regulate maximum floor areas on a given piece of land, however, as much as they regulate the number of dwelling units on that land. Therefore, as sensible as it appears to increase each dwelling unit by a m^2 at insignificant costs, the total area permitted for the entire project can not be exceeded, thus it may be necessary to reduce the total number of enlarged dwelling units below what is permitted and thereby increasing the land cost component per unit. This increase in land cost per unit may offset the cost benefits expected from the marginal increase in unit sizes.



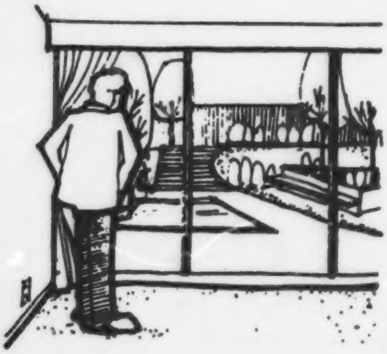
Illusion of Space

How Small May Look Big

While there was a general tendency in codominium projects to increase room dimensions over minimum code requirements, to accommodate the larger furniture moved from the buyers previous house, the main quest of the 1980's became the rediscovery of the illusion of space. When floor area was limited by zoning or economic considerations, a play of geometry in the hands of the skilled architect could create a feeling of spaciousness even in small floor areas.

Window Wall

The simplest way to increase the apparent size of a small room is to install a large window wall so that the exterior space of a patio or balcony visually unite with the room and seemingly form a large space.

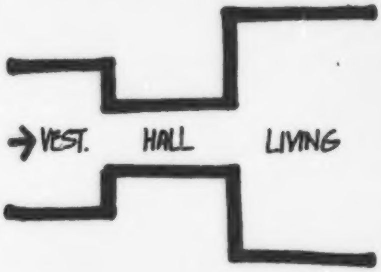


Visual Sharing of Space

Borrowing visual space from another room, such as a view through a glass wall into the solarium or through a bar opening from dining to kitchen will improve the quality of both spaces.

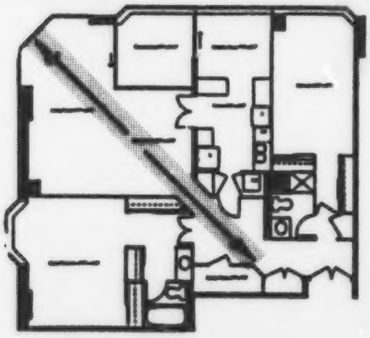
Spatial Contrast

Internal spaces can be manipulated for visual illusion. When one is forced through a narrow space, the subsequent space appears larger by contrast.



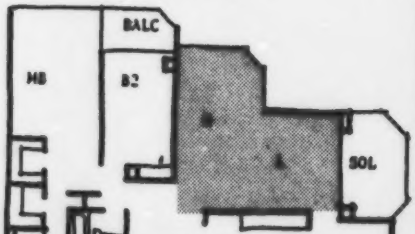
The Power of the Diagonals

Emphasizing diagonal vistas will create the impression that the rooms are larger than they are.



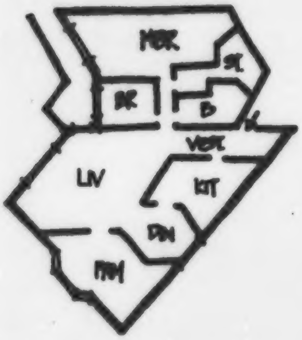
Combination of Spaces

Living and dining rooms are more effective together when the individual size of each is not visually large enough.



Angles and Changes in Wall Planes

Small spaces of rigidly pure geometric configuration appear smaller than rooms which have lots of detail and change in surfaces. A departure from the 90° angle is a relief in modern society where mass production for years has produced objects in such angular configuration.



The High Ceiling

Space is three dimensional, however, and a substantial increase in perceptible size of a room can be achieved by increasing the ceiling height or at least parts of it.

This is easier done in townhouses where the unit extends to more than one level. Openings in the floor that run the full height of two storeys with a skylight above create a spacious feeling even in relatively small floor areas.

Stairs are Sculptures

Stairs are not only a means of circulation, but offer an opportunity for the designer the expression of a two storey space and the display of a sculptural form in what may otherwise be a uniform ceiling height. Straight run stairs are the least desirable, in terms of safety and visual impact, while curved stairs or other forms of stairs with an intermediate landing offer sculptural possibilities.

Furniture Layout

People Keep Large Old Furniture

The general layout of the rooms must allow for easy placement of standard size furniture, since a large number of buyers move to condominiums from single family houses and prefer to keep the same furniture.

Against the Wall or Freestanding

In average size rooms, most furniture is place along the walls to maximize useful space. Doors located off even large spaces can make such space difficult to furnish. But, very large rooms can accommodate free standing furniture.

Number of Levels

The Traditional

The traditional house is either a bungalow or it has a stair from the vestibule to the upper floor, sometimes the levels are split from the vestibule; more ambitious architectural exercises deal with a multitude of levels to respond to special topography. How many levels should there be in a condominium dwelling unit?

As Few Levels as Possible

The empirical rule of thumb, arrived at by market researchers real estaters and designers, though not frequently stated, is that there should be as few levels as possible to accomplish the desired objective. The single level bungalow is generally the most popular dwelling unit form, followed by the split level, then by the two level unit.

Character

The Charming House

There is a qualitative aspect to dwelling unit design, not easily expressed in words: the overall feel of the unit. One such qualitative houselike aspect is the somewhat incongruous geometric imperfection of the spaces and little jogs in the walls which lend that charming deformity well-known in Gothic architecture.

The Neighbourhood Context

There is a current architectural trend of contextualism, whose aim is to design all new structures in a manner sympathetic to its neighbourhood and history by borrowing design elements from them to serve as cultural keys. This is easier to accomplish in elevational treatments than in unit layout design. A successful dwelling unit layout, however, should have such keys inherent in the disposition of the bedrooms, the function of the kitchen, the fixtures in the bathroom and the manner of circulation within the unit.

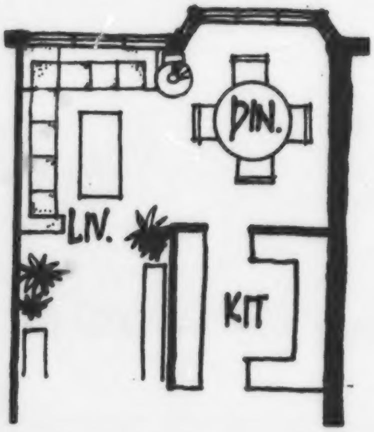
LIVING ROOM

The Traditional Showroom

In traditional Ontario homes, the living room has largely been a showcase to be used when guests arrived. The family room provided for daily family activities instead. In smaller dwellings, particularly in apartments however, the living room had to provide for the family and guests in one space.

Open Planning

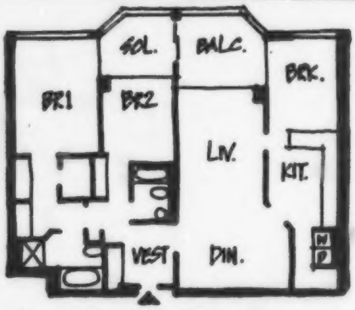
Separate rooms had to give way to open planning for better space utilization such as the combination of living and dining spaces. This plan has been so successful over the years that a living room separated from the dining room by walls and doors today can only be found in very large luxury condominiums.



CIRCULATION SPACES

Hallways

Hallways are often necessary to reach the different parts of a dwelling unit. But circulation through living areas has become acceptable if the design allows for proper furniture placement.



Economy of Space: Notice there are no hallways in this plan?

The Vestibule

Vestibules have traditionally served as greeting areas and weather buffers between the outdoors and the dwelling unit, but were expanded in architecture to make a statement about arrival. For the sake of economy, small dwelling units tended to dispense with this feature especially in highrise buildings. The importance of the vestibule as a transitional space has been rediscovered, however, and nearly all condominiums now feature a defined vestibule from which the coat closet and the powder room can be easily reached, while conveying the same spirit of arrival as in the traditional house.

Regardless of the form of housing, the vestibule must cater to the functions of arrival, greeting, changing coats, and must serve as a transitional space.

DINING ROOM

Separate or Combined Rooms

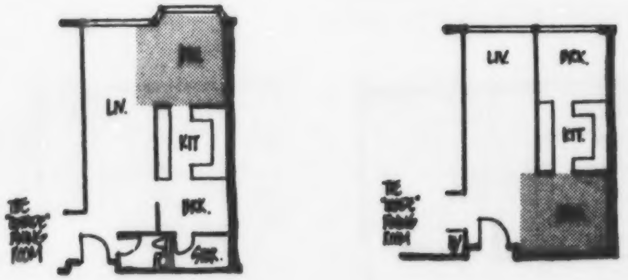
The evolution of alternate lifestyles created a need for alternate dining room arrangements. The traditional family dinner in a separate dining room in many cases gave way to informal snacks in the kitchen-breakfast area or dining out. The dining room often became an entertainment-oriented area where the dining table became more of a card table than a food service centre. The separate dining room, therefore evolved into a combination living-dining area even in early rental accommodations. The dining area, however, regained its importance in modern condominiums as the "candle light and wine dinner for two" gained popularity.

Separate...

or Combined

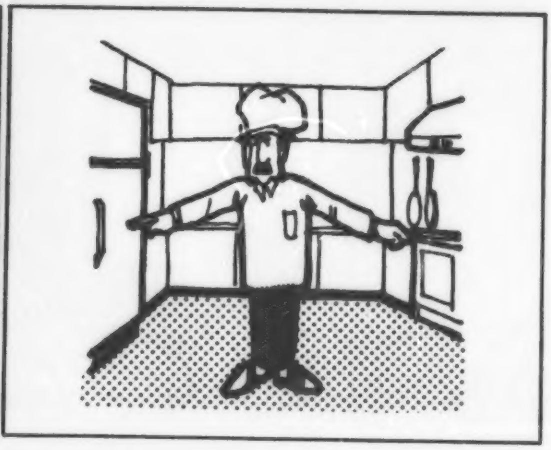
Window or No Window?

In highrise apartments, the choice between a dining room with a view or a kitchen with a window is often the decisive factor between two totally different buyer groups. People who spend much of their time at home, will likely prefer a kitchen to have a window rather than the dining room, when confronted with a choice.



Window or No Window?

KITCHEN



Eating habits change with the times and the function of kitchen, breakfast and dining areas changes with them. New life-styles place different emphasis on the kitchen, resulting in different layouts.

The cook, turning around with extended arms, should be able to touch the necessary kitchen equipment so that little walking is required during food preparation.

While many layouts are possible, essentially there are three types of kitchens: efficiency, family and showcase.

THREE KITCHEN TYPES

The Efficiency Kitchen

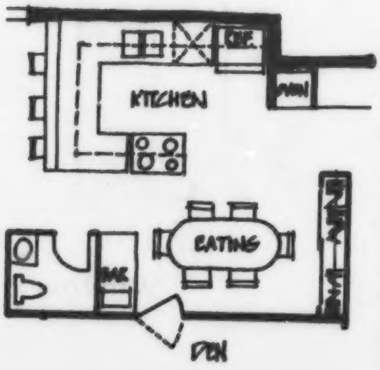
This kitchen is the result of single people in small dwelling units, where cooking regularly for several persons occurs infrequently. In such small units breakfast areas may be omitted and to avoid duplication of functions only a dining area may be provided. Since not much time is spent in the kitchen, natural light is not essential in this case.

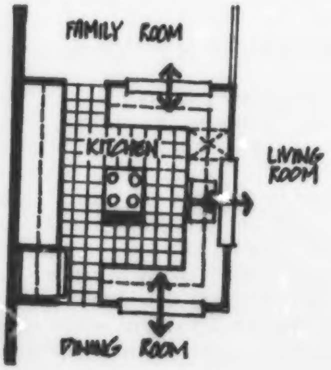
The Family Kitchen

This kitchen is traditionally large and contains a large eating area. It is anticipated that much time is spent in the kitchen, therefore natural light is necessary. The layout tends to resemble kitchens of the single family houses.

The Showcase Kitchen

This kitchen can cater to singles and families, but its purpose is to allow its operator to indulge in the art of cooking while entertaining. This kitchen is rather trendy and has all the latest equipment displayed as the tools of the art. This kitchen may be combined with one or more of the living areas to engage the audience.



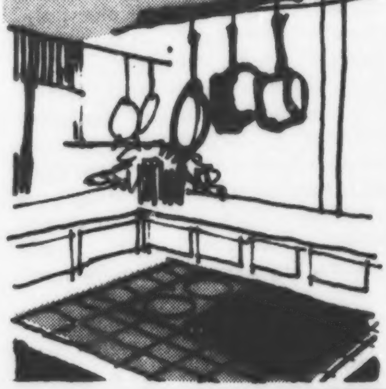


The Pass-through Opening

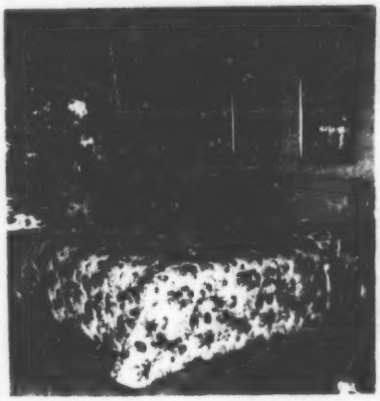
In small dwelling units and units having interior kitchens, a pass-through is often an effective way to link kitchen, dining or family rooms while borrowing natural light from the dining or family room and thereby making both of these rooms appear more spacious.

Special Features

Special features, such as built-in dishwashers, cook tops, counter top barbecue, lazy susan style shelves, pantries, extra large frigidaires, instant hot water tap, garburators, illuminated ceilings, built-in micro wave ovens and custom-designed cabinets are often on the feature list of the modern condominium.



MASTER BEDROOM

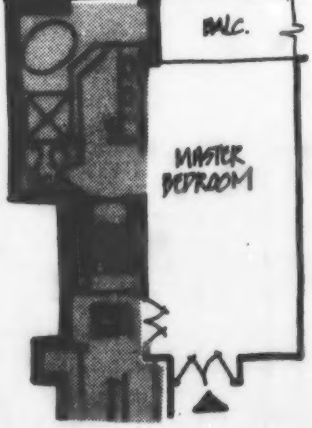


The Bedroom Suite

In the evolutionary process of condominiums the master bedroom has undergone the most fundamental transformation among all the other rooms in the dwelling unit. While in the traditional sense, bedrooms were meant to sleep in, the condominium of today has a <u>bedroom suite</u> to relax and lounge in as well.

Ensuite Features

In addition to increasing in size over minimum code requirements, the master bedroom has acquired a lavish ensuite bathroom, with a whirlpool and shower stall, dressing area related to extended closet spaces, and sometimes even a sauna or a seperated w.c. and bidet compartment. The master bedroom now has a tendency to resemble a luxury hotel that can accommodate a range of private functions in style, in addition to sleep.



SECOND BEDROOM

The Bedroom Wing

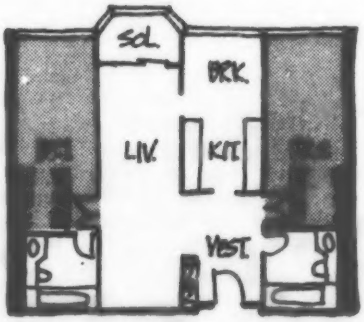
Families with children traditionally needed one or more bedrooms in addition to the master bedroom. Condominium buyers, however tended to have either fewer children or only those bought condominiums who had fewer children. In Ontario this resulted in a low average condominium population per unit, which translated into fewer bedrooms per unit than the national average for all housing combined.

For empty nesters whose children have grown up and left the second bedroom space is still desirable but in different configurations. (See Den and Split bedroom paragraphs.) In traditional unit layouts, bedrooms are grouped in one wing of the unit to allow the parents close supervision of the children. In adult units, however, separating the bedrooms in different wings offer more privacy and cater to alternative lifestyles.

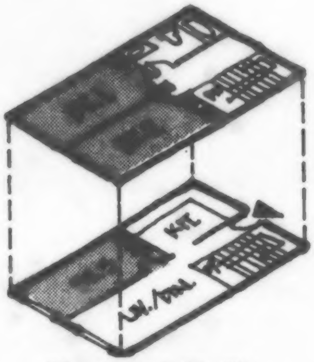
Split Bedroom

Couples may wish separate bedrooms, as will friends sharing a dwelling. The split bedroom concept responds to this need.

In this layout, two bedrooms are separated by the living areas assuring maximum privacy for each bedroom. Both bedrooms may take the form of full master bedroom suites, each containing its own ensuite facilities. This arrangement allows equal personal space for each occupant.

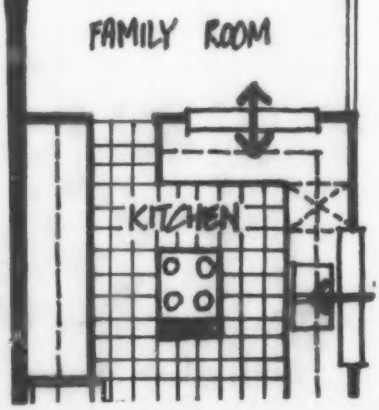


Horizontal Split



Vertical Split

FAMILY ROOM



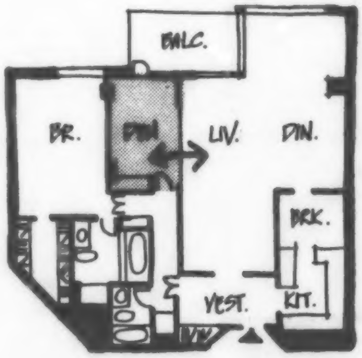
Family rooms have traditionally been found in single family houses and townhouses only. Modern highrise condominiums now, however, frequently offer floor plans where the family room appears in lieu of the extra bedroom. Such rooms are an adjunct to the kitchen in an open plan configuration and suggest a carefree informal style of living, often associated with ample glazing and access to a solarium.

DEN

The den traditionally served as a guest room or as a space for conversation and quiet family activities. This was also the personal space in which to seek privacy.

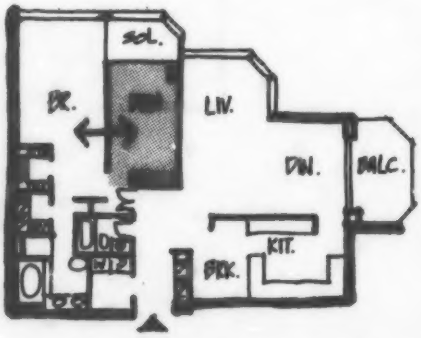
With the evolution of the master bedroom as personal space, the den's function often overlapped some functions of the second bedroom in adult-oriented dwelling units in that it became a convertible room attachable to the living room by folding partitions.

Two bedroom units often were referred to as "one plus den". While the dens were of bedroom size, they tended to become home libraries, home offices, TV rooms and often permanently formed part of the living area. A wet bar in such living-den combinations improved entertaining opportunities in the dwelling unit.



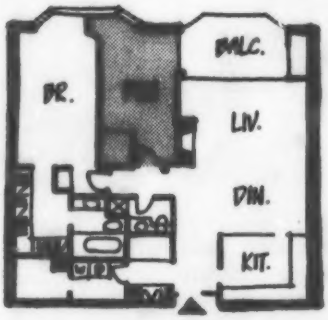
Entertainment-biased Den

... separated only by a folding partition, this arrangement enables the enlargement of the living room area to accommodate any entertainment needs.



Bedroom-biased Den

... located in the bedroom wing, this den becomes a private study.



Privacy-biased Den

... in addition to being a study, this den may also be converted to a guest bedroom.

PERSONAL RECREATIONAL SPACE

Everyone desires easy access to fresh air and sunshine. Minimum personal recreation space requirements have been part of by-laws for this reason. Such spaces can be provided in the form of balconies, terrace patios or solariums.

Patio

In ground contact units, such as townhouses, the patio takes the place of the traditional house garden in a somewhat scaled-down version. Lack of space may be compensated for by intensity, however, and the use of privacy walls, fences, trellises, planters and paved areas in lieu of lawn and large trees, may achieve privacy and the desired function.

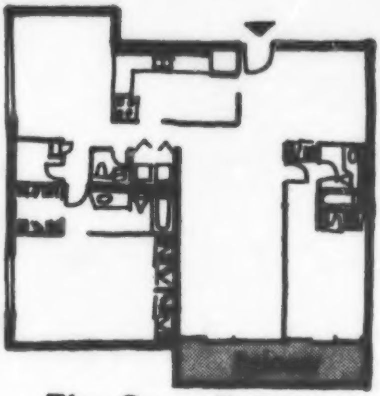
Patios should always relate to some living area with as much glass as possible to create and indoor/outdoor continuity to improve the functional and visual aspects of both spaces.

Balcony

The traditional balcony was 1.5 m wide and projected out from the face of the building to be exposed to cold winds for the larger part of the year. In order to improve the usefulness of balconies, semi-recessed or sometimes. fully recessed balconies appeared with better width to length proportions. As soon as

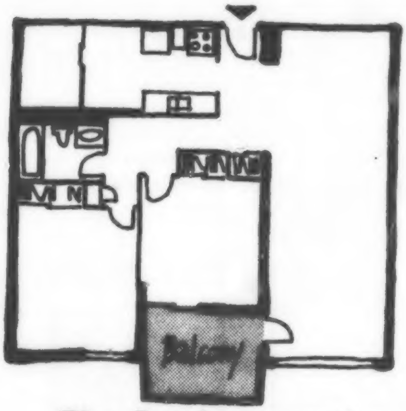
The Evolution of the Balcony

From



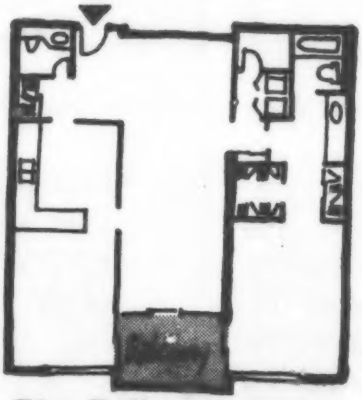
The Open Balcony

to



The Semi-recessed Balcony

to



The Fully-recessed Balcony

these proportions reached room sizes, patio furnitures appeared on them and their use was greatly expanded.

Solarium

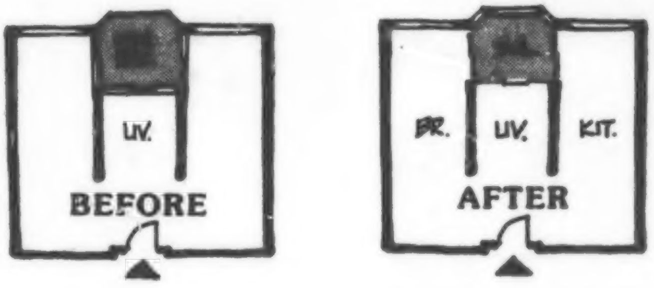
Solariums since have become almost standard items in modern condominiums, replacing or augmenting the balconies. They are transitional elements between outdoor and indoor spaces, and as such, can easily double as transitional space between bedrooms and living areas as well, thereby imparting an added sense of light and space to each of the rooms that face into such solarium.

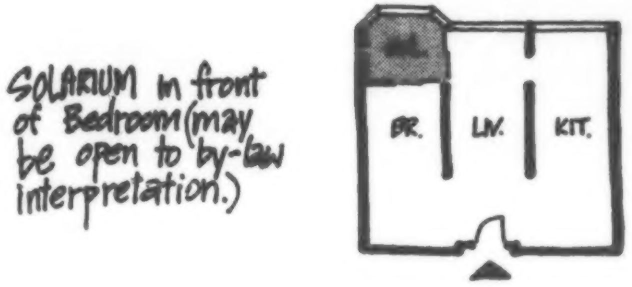
A solarium is most effective when it forms an atrium-like space near the centre of the unit like a glass greenhouse into which bedrooms and living-dining areas open.

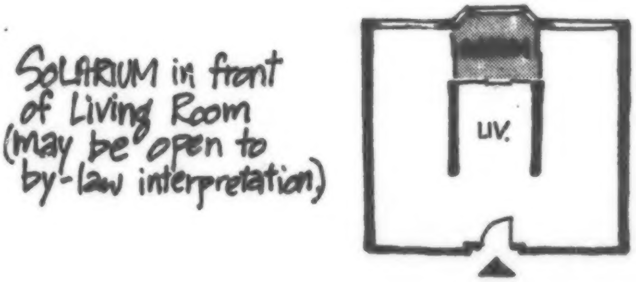
Enclosed balconies sometimes pose interpretive problems for some municipalities, because their existance has not been anticipated in by-laws.

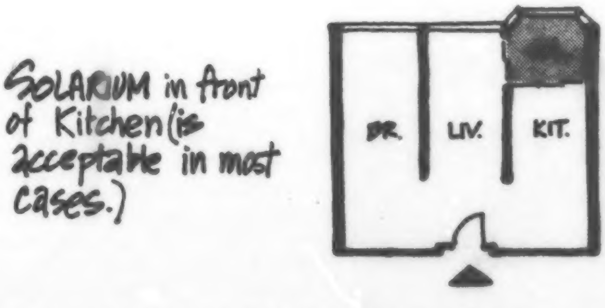
Balconies are usually not considered to be part of the allowable gross floor area, but an enclosed balcony may be regarded as an extra room and therefore counted in the allowable floor area.

Has The Floor Area Increased?



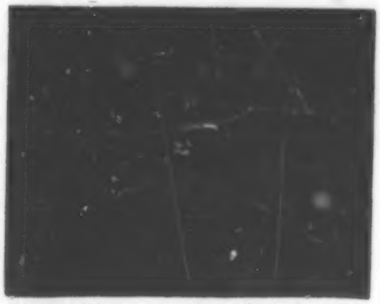


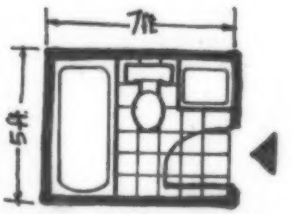




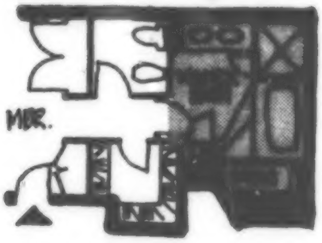
Do the placement of these solariums permit adequate daylight penetration?

MASTER BATH





The Traditional

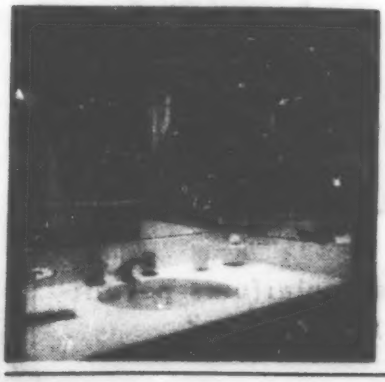


The Contemporary

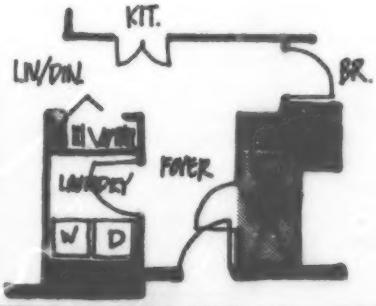
The time proven, efficient 5 ft. x 7 ft. bathroom is now history. Even small condominium units provide efficient but larger spaces for bathrooms. Grooming, if judged by the quantity and quality of advertising on the subject, has become a prominent daily occupation which deserves an appropriate setting.

Large bathtubs, even whirlpools, are no longer water containers in which to clean oneself, but became spas, health and relaxation centres. Sinks are no longer just sinks, they are vanities with large mirrors and marble surfaces, surrounded by lots of green vegetation. Dressing areas adjoining the bathroom contain an additional sink to facilitate independent use from the bathroom for makeup purposes. Often showers are provided in the master bedroom in addition to the tub in recognition to men's preference for showers in lieu of baths. More luxurious units may separate the watercloset and bidet from the bathroom, although the use of the bidet remains a constant point of argument.

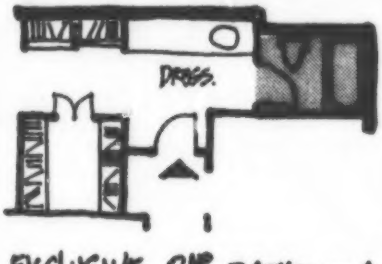
POWDER ROOM



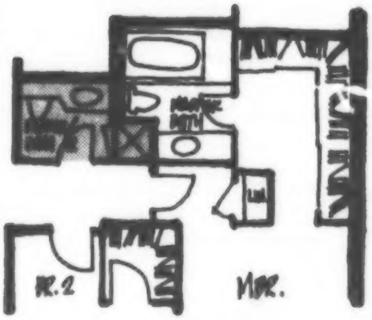
The guest washroom should be located near the entrance vestibule. In smaller dwelling units the second bathroom may perform this function as well by having an additional door from the vestibule side or simply having convenient access from both the bedroom wing and the vestibule. In more luxurious units the fixtures and decor of this bathroom forms a harmonious image with the vestibule and, however discreetly positioned, it will contribute to the sense of arrival.



SECOND BATHROOM



EXCLUSIVE 2ND BATHROOM

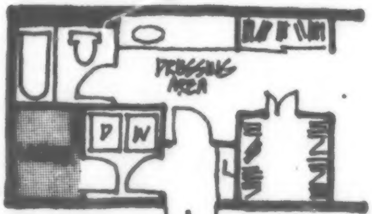


POWDER ROOM/2ND BATH.

SHARED BATHROOM

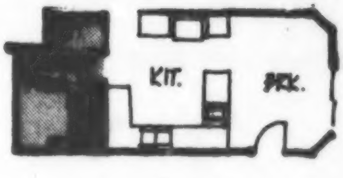
Depending on the use of the second bedroom, there is a tendency in condominiums to provide a full second bathroom. This can be an exclusive or a shared bathroom, depending on the largest market and the resultant unit layout. In either case, these bedrooms tend to be as opulent as possible within their price limitations.

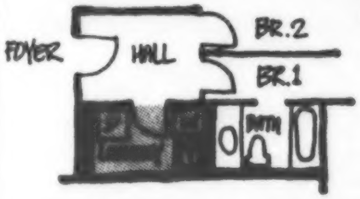
STORAGE



Ensuite lockers have become the standard of the Ontario condominium marketplace. This is often combined with the utility room for efficient space utilization. Extra storage compartments are sometimes provided in apartments in a common area, in addition to ensuite storage, to cater to a chronic complaint of early buyers concerned with inadequate storage.

UTILITY ROOM/ LAUNDRY





Automatic washers and dryers have become standard in all forms of condominium units mostly a side by side arrangement. Where space is at a premium stacked units may be used for small dwelling units, a laundry tub is desirable, but is usually provided for larger family-oriented units only.

In dwelling units having two levels, there is a choice: the laundry may be placed in the bedroom wing, grouped with a bathroom wing, grouped with a bathroom on the upper level or it can be placed near the kitchen on the lower level.

Dwelling units having one level only, still have the choice of grouping with the kitchen or the bedroom wing except in this case the absence of stairs allow more flexibility in planning for convenience.

There are diverging opinions on which of these two arrangements is more convenient since travel through a stair is required in either case. However, main floor location for such facility is assumed to be still preferable.

Acoustic Privacy in the Unit

The Ontario Building Code specifies minimum Sound Transmission Coefficient ratings for dwelling unit walls to ensure acceptable minimum sound transmission levels from one dwelling unit to another.

There are many ways to achieve these levels with standard construction techniques, however poor workmanship, inappropriate mechanical and electrical detailing can often destroy the integrity of the wall.

Dwelling units adjoining horizontally or vertically are acoustically more compatible if the same type of rooms are designed to be adjacent: thus, living rooms should be adjacent to living rooms and bedrooms to bedrooms etc. where possible.

Dwelling units placed one above the other may be subjected to impact noise transmission if the floor finishes are non resilient. Cork (or equivalent) underlay for hard floor finishes, or the application of carpet improves this condition.

Less obvious, however is the need for sound control within the dwelling unit. Walls between two bedrooms or bathrooms and other rooms are generally of drywall construction providing less than desirable levels of acoustic privacy. For some target markets it is better to separate the bedrooms altogether so that no walls adjoin.

Most people prefer bathrooms and washrooms with a fan linked to the light switch to provide an unobtrusive masking sound. The higher the level of luxury, the better sound insulation is expected throughout.

From the Case Studies:

"double level suites are more like living at home"

"the suite layouts are a change from the usual rabbit warrens"

"lack of soundproofing"

"bought on wrong side of building"

"took doors off solarium to make living room larger"

"average suite size of 1100 square feet was too small"

"over the years we have received 15-20 calls from residents wanting to make minor changes to their townhouses.

CHECKLIST

Unit Design

AVERAGE GROSS FLOOR AREA per unit for overall project:

UNIT MIX:

- ☐ % of 1BR units
- ☐ % of 2BR units and 1 + Den or 1 + Family Room
- ☐ % of 3BR units and 2 + Den or 2 + Family Room

N° of LEVELS:

SIZE of DWELLING UNITS:

- ☐ 1BR
- ☐ 2BR or 1 + Den or 1 + Family Room
- ☐ 3BR or 2 + Den or 2 + Family Room

ANTICIPATED SALEPRICE by unit type:

- ☐ 1BR area × $/m² = $ sale price
- ☐ 2BR area × $/m² = $ sale price
- ☐ 3BR area × $/m² = $ sale price

BATHROOM TYPES:

- ☐ powder room
- ☐ ensuite master bath
- ☐ ensuite second bath
- ☐ shared second bath
- ☐ shared main bath

Nº of BATHROOMS/POWDER ROOMS :

KITCHEN:
- ☐ family
- ☐ efficiency
- ☐ showcase
- ☐ on outside wall with window
- ☐ on inside wall with no window
- ☐ breakfast area
- ☐ pass through to dining
- ☐ layout
- ☐ fixture & appliance list

DINING ROOM:
- ☐ separate room
- ☐ combined living/dining
- ☐ on outside wall with window
- ☐ on inside wall with no window
- ☐ size

LIVING ROOM:
- ☐ separate room
- ☐ combined living/dining
- ☐ size

MASTER BEDROOM:
- ☐ size
- ☐ walk-in closets
  - ☐ his
  - ☐ hers
  - ☐ combined
  - ☐ extra closet
- ☐ dressing area
  - ☐ counter top
  - ☐ sink
- ☐ ensuite bath

SECOND BEDROOM:
- ☐ split from master bedroom
- ☐ grouped with master bedroom
- ☐ ensuite bath
- ☐ closet
  - ☐ walk-in
  - ☐ linear
- ☐ size

THIRD BEDROOM:
- ☐ split from master bedroom
- ☐ grouped with master bedroom

FAMILY ROOM:
- ☐ size
- ☐ separate room
- ☐ combined with kitchen
- ☐ combined with other room

DEN:
- ☐ separate room
  - ☐ in living wing
  - ☐ in bedroom wing
- ☐ convertible room
  - ☐ living based
  - ☐ bedroom based

SOLARIUM:
- ☐ part of gross floor area?
- ☐ in front of:
  - ☐ kitchen
  - ☐ living
  - ☐ dining
  - ☐ den
  - ☐ family
  - ☐ bedroom
  - ☐ corner
  - ☐ size

BALCONY/PATIO:
- ☐ size
- ☐ width to depth ratio
- ☐ covered
- ☐ open

VESTIBULE:
- ☐ sense of arrival
- ☐ size
- ☐ relationship to circulation

CIRCULATION SPACES:
- ☐ efficiency
- ☐ convenience
- ☐ privacy

ATMOSPHERE:
- ☐ overall feel of unit
- ☐ does it suit the market

STORAGE/LOCKER:
- ☐ ensuite storage
- ☐ storage outside of unit

LAUNDRY:
- ☐ ensuite
- ☐ elsewhere in building
- ☐ near kitchen
- ☐ near bedrooms

FURNITURE LAYOUT:
- ☐ adequate wall space
- ☐ adequate room & wall
- ☐ dimensions

5 BALANCING CRITICAL ELEMENTS

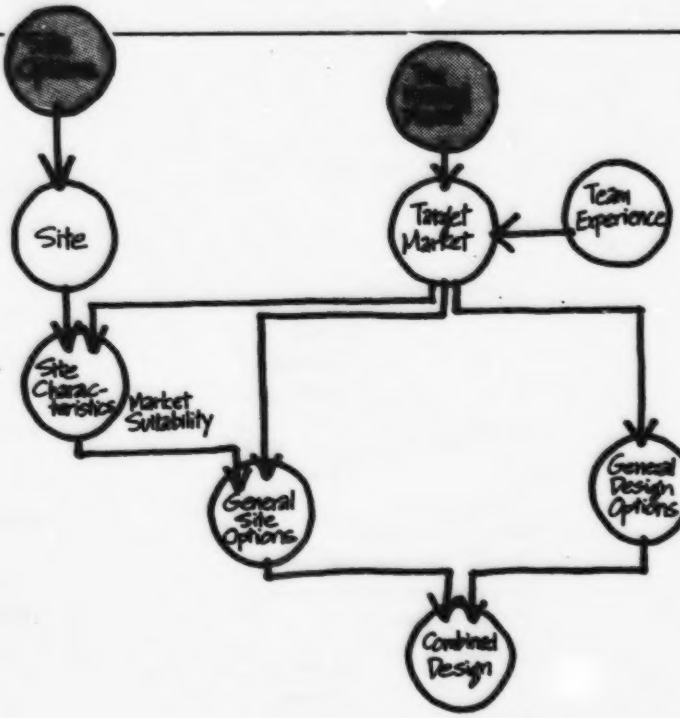
Each Team Has Its Own Approach

The analysis of critical elements is necessary in the design of a successful condominium. Since all elements are not equally important in all cases the weighing and meshing of the various elements to suit a specific project is the most delicate step in the design program. When the purchasers get the product they desire at a price they can afford, when the developer is able to sell his product at a reasonable profit, when the community embraces the new project as its own, it can be said that the critical elements fit and that the condominium project is successful.

A detailed review of how to work with all critical elements is beyond the scope of this Guide. However, a brief review of condominium projects indicates teams consciously working with these elements to develop successful projects.

This guide has provided ten checklists which address each critial element. By using these lists, each will at least be sure of having considered the major factors in successful condominium development.

Each team has its own approach. Three different teams have created diagrams of their design approaches which illustrate the different degrees of comprehensiveness and analysis to which the teams have gone.



TEAM A - Work Approach

This team begins at two points -- the first is selection of the site and establishment of site characteristics. The other is developing knowledge of the target market.

Combining definition of the target market and site charactertistics, the team can develop site options as well as general design options.

Eventually, the site and general design options become units and become combined in final project design.

This is an approach used by many teams. Its advantage is that a simple process. Its disadvantage is that the team interactions are not clearly specified and, as a result, may not occur with the result being potentially a major concept oversight.

Our team recommends an approach in which the issues of target market and design are addressed continuously throughout the whole development process, not just during the design stage. The more refinement carried out in understanding market and design issues, the more likelihood there is of success.

TEAM B – Work Approach

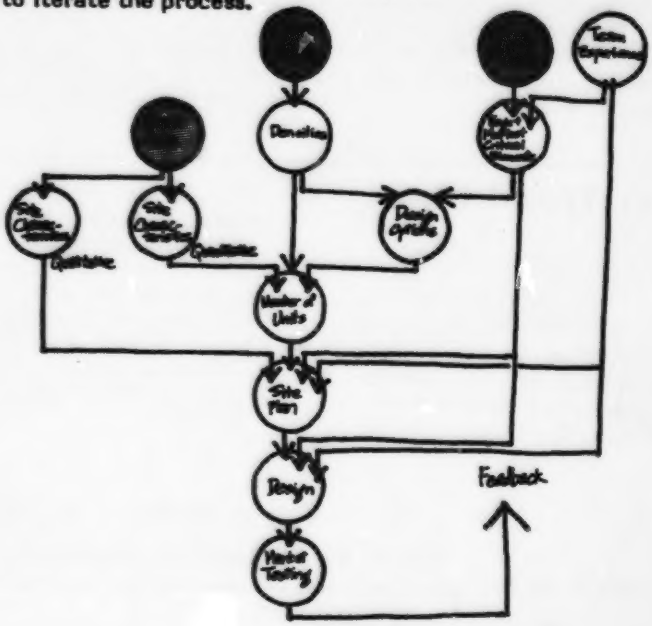
In this approach, the team starts from three points. The given site is analyzed for its quantitative and qualitative characteristics. Economic and political forces establish the site density and zoning requirements such as height, bulk and setbacks. And the target market's critical elements are defined from both market studies and team experience.

From the market information and zoning constraints, basic design concepts are determined, with the number of units calculated.

Finally site quality and the basic designs concept come together and the project design is refined from site scale through unit design.

Market testing provides feedback to iterate the process.

This is a somewhat more sophisticated version of Team A's approach. While it responds to the zoning issues, it still provides no clearly defined method of providing for team interaction.

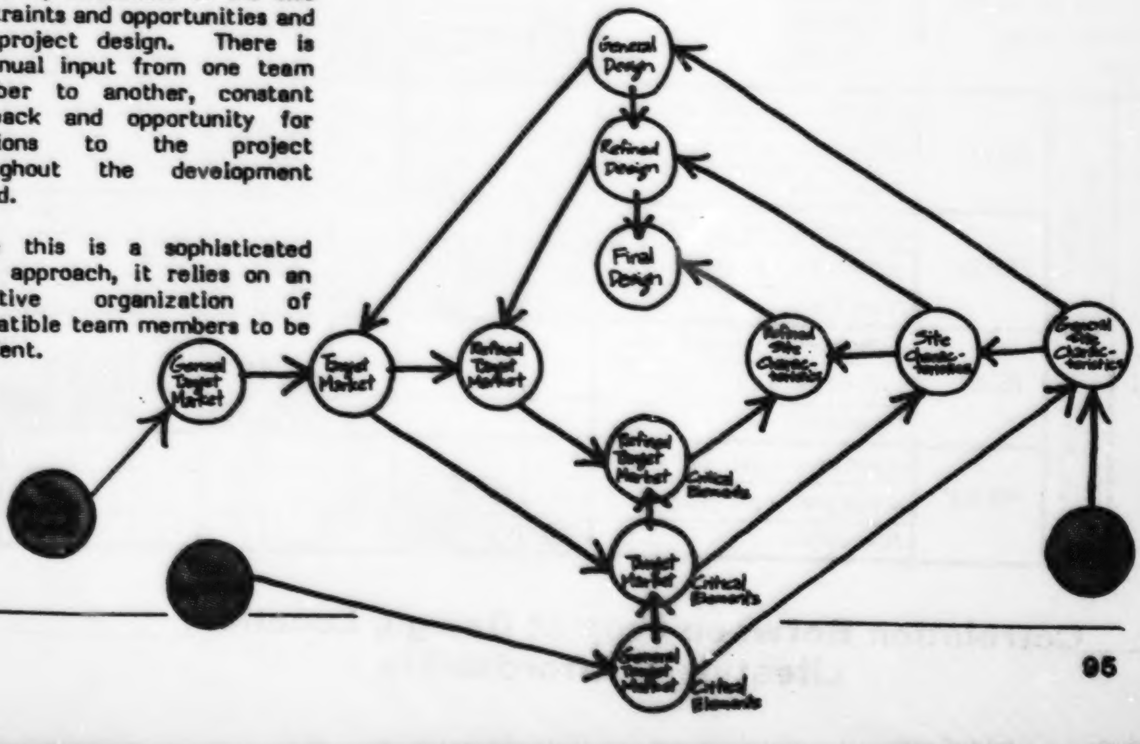


TEAM C – Work Approach

This approach is very interactive and probably will involve many discussions and team meetings for review and appraisal.

The team members are concurrently working to refine knowledge of the target market, definition of the critical elements, awareness of the site constraints and opportunities and the project design. There is continual input from one team member to another, constant feedback and opportunity for revisions to the project throughout the development period.

While this is a sophisticated team approach, it relies on an effective organization of compatible team members to be efficient.



Buyer Trends

Project histories within the past few years indicates definite trends in those markets favouring condominium purchase. The objective of each project should be to target for such a purchaser group. In fact, the twelve case studies illustrate consistently that success has been the result of appealing to carefully targeted purchasers.

In summary, families generally favour grade-related dwellings. And married couples prefer projects providing features that the traditional single family home has even in a highrise building form.

Singles prefer to live in city centres, but will consider suburban locations with project amenities. "Trendy" purchasers will experiment with innovative project designs.

Referring to the chart, one can see where the case studies fit.

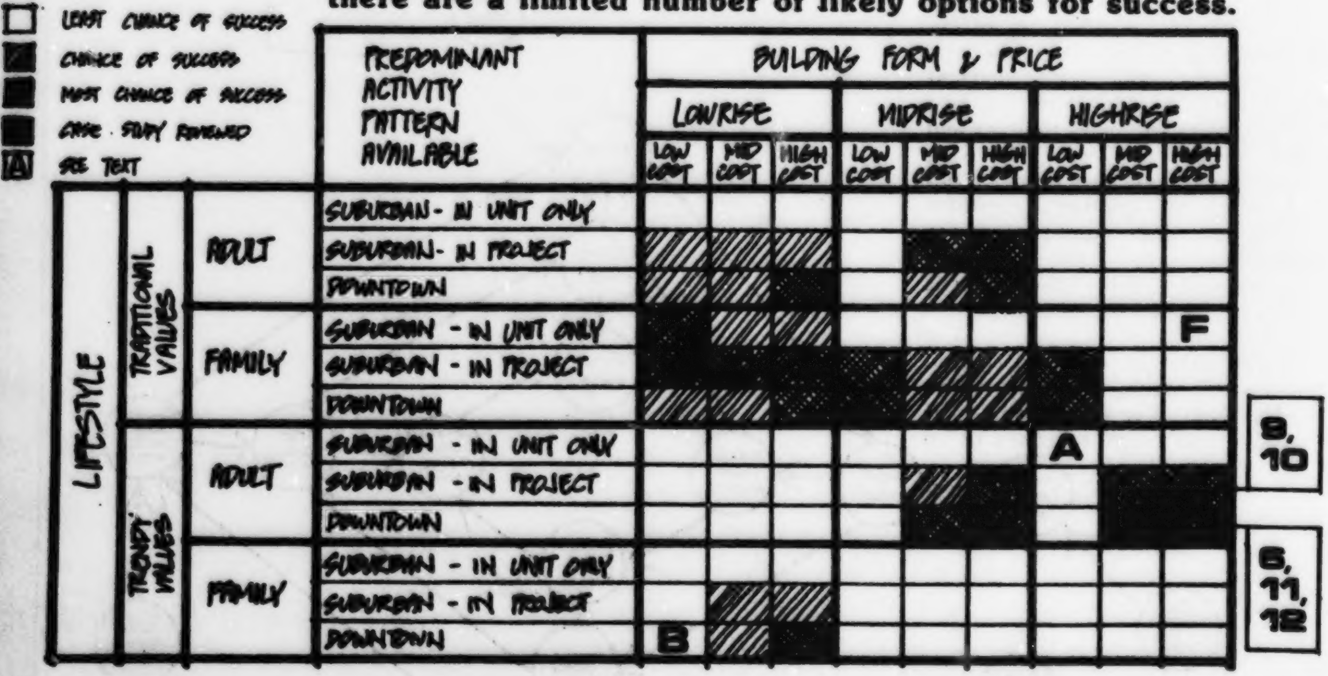
Buyer Trend Chart

This indicates that for a specific housing form, price and lifestyle, there are a limited number of likely options for success when viewed from a historical perspective:

A) Thus, it can be said that there is little chance of success for a highrise, low-cost, condominium far out in the suburbs with no recreation in or near the project, trying to attract trendy, profesional single people. (See "A" in the matrix.)

B) Less obviously, a trendy family with children may prefer a lowrise, low cost unit with no special amenities in the project but near downtown, only to find that such projects can not be had at low costs because of the high downtown land values. (See "B" in the matrix.)

For a specific building form, price and lifestyle, there are a limited number of likely options for success.



Correlation Between Project Design, Location, Lifestyle & Affordability

C) Traditional families with children, however, are more likely to accept accommodation away from downtown and will pay as much as they can afford to get the best in unit and in project amenity rather then pay for downtown location. (See "C" in matrix.)

D) A trendy, highrise, high cost, adult project could, however, be successful in downtown, without even moderate amenities, relying on the downtown attractions alone. (See "D" in matrix.)

E) This same project would have to have at least a moderate degree of "in project amenities" if it is to be successful in the suburbs. (See "E" in matrix.)

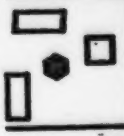
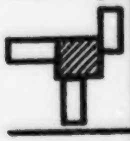
F) Chances are, however that such highrise project would not be desirable for a traditional family in the suburbs with no amenities outside the dwelling unit. Such family would rather choose a lowrise unit of equivalent cost. (See "F" in matrix.)

Recent Trends of Success in Target Marketing

Established "simplified" purchaser lifestyle category related to activities:

Category
- A. Most free time activities take place related to the dwelling unit.
- B. Most free time activities take place within the project.
- C. Most free time activities take place close to the project.
- D. Most free time activities take place from the project.

There is a clear correlation between building form, lifestyle, affordability and location.
This chart indicates who has been buying what, where and at what price.

		Limiting Factors	POSSIBLE SUCCESS IF:									TENDENCY
			URBAN CORE			SUBURBAN CORE			SUBURB			
			Life-Style	Image	Price	Life-Style	Image	Price	Life Style	Image	Price	
	Single building with substantial amenity	Size of Amenity limited by cost per unit capacity	A B C	HIGH	HIGH	A B C	HIGH	MED. to HIGH	A B D	MED.	MED.	not successful in suburbs
	Multi-site project with free-standing substantial amenity	Streets	B C	HIGH HIGH	MED.	B C	HIGH	MED. to HIGH	B D	MED.	MED.	mostly suburban solution
	Multi-building with major integral, self-contained amenity	Size of site	B C	HIGH	HIGH	B C	HIGH	MED. to HIGH	B D	HIGH	MED. to HIGH	successful suburban format
	Single building with minimum common amenity	Sale Price	A C	HIGH	LOW to MED.	A C	MED.	LOW	A D	LOW	LOW	not successful in suburbs

SALES STRATEGY

Objectives

Underlying the marketing of a successful project is a carefully structured sales strategy. The broad objectives of such a program include:

1. Determining the extent and character of market demand for a condominium project by studying existing and future competition, absorption rates, changing population characteristics and resale housing market prices.

2. A pretest of the marketability of a proposed project by obtaining market feedback from prospective purchasers related to the character and design of the project, including unit mix and size, floor layouts, finishes, features and prices.

3. A conscious effort to generate a sales momentum and an image of success and goodwill toward the project.

4. A reduction in the length of time the project is on the market, thereby reducing expensive project carrying costs.

Early condominium projects were sold using rental housing marketing techniques, waiting until the project was substanially completed before commencing selling. The current practice is to initiate sales at a much earlier date, often prior to the start of construction.

Selling Tools

A successful sales strategy embodies the use of effective selling tools to communicate with the buying public and to create a high level of consumer interest in a project. These tools can include: illustrated presentation material (floor plans, perspective sketches, models, etc.); vignettes or elements of furnished rooms, including kitchens and bathrooms; and full scale furnished dwelling units in either temporary or permanent space.

Presales

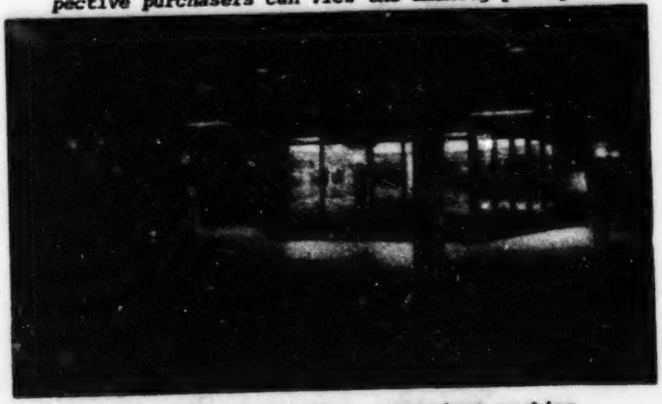
Selling the product before it is built is the most cost effective method of sale. It can also be the most difficult, since communicating the right information to the purchaser must be done by plans, models and description rather than by touching and seeing the actual product.

Larger and more ambitious presentations may go as far as building full scale model suites away from the construction site in order to provide a "see and touch" presale program.

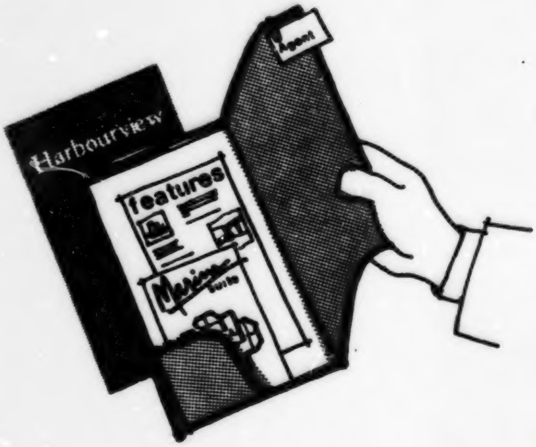
A good presale program can give momentum to sales, reduce in financing and carrying costs and can help establish an image of success at an early stage.

The Sales Centre can open soon after the building structure is framed and before it is enclosed.

The recreation facilities, if in the basement area, should be completed as soon as possible so that the lounge areas can serve as guest reception and prospective purchasers can view the amenity package.

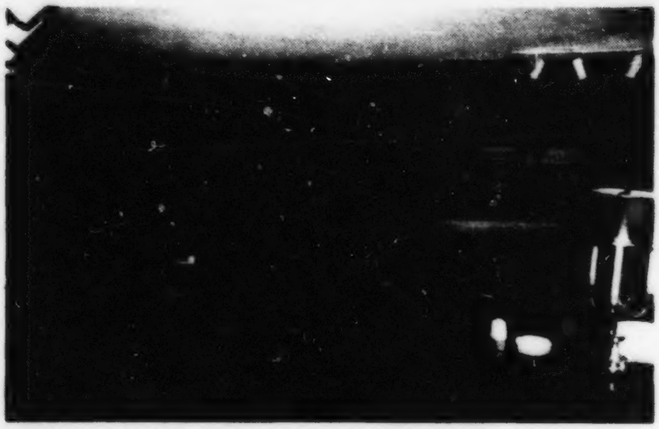


For prospective purchasers, convenient parking protected from the weather is important. Natural daylight should penetrate the guest arrival area.



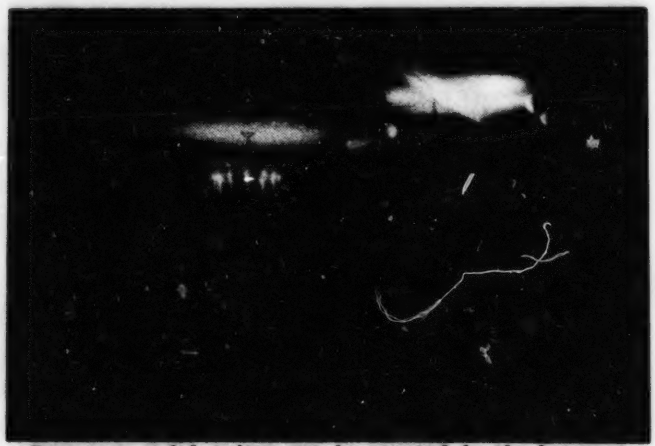
THE SALES CENTRE:

Your Purchaser's Introduction To Your Project



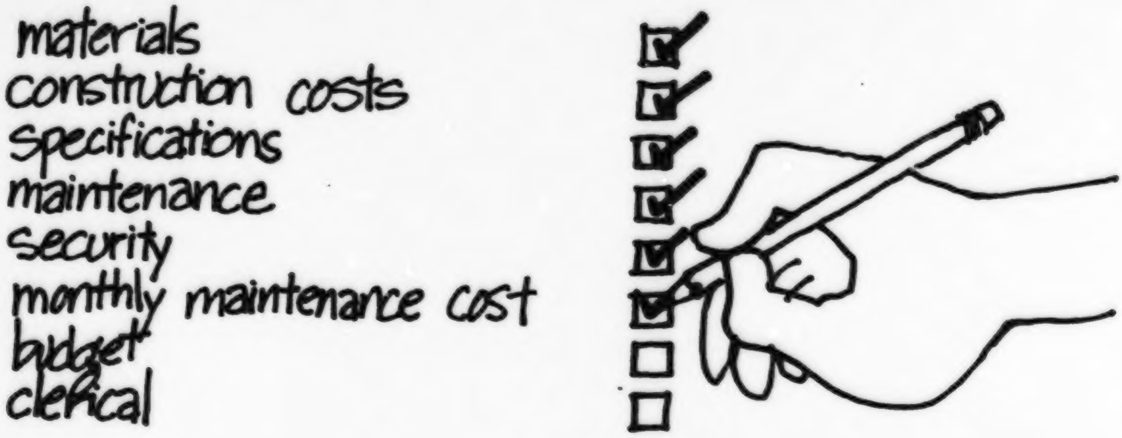
A feeling of quiet and spaciousness should be provided in the reception area.

The future lounge area, with fireplace, club chairs and view to the outdoor pool and landscaping, provides a good setting to introduce purchasers to the project.



Temporary model suites can be created in the basement prior to construction of the upper floors, thereby starting the sales period several months earlier.

7 PROPERTY MANAGEMENT



Input into Design Process

Too often, property management is the forgotten element in project execution. A smooth functioning, easily maintained relatively simple project can be a blessing to its owners while a trouble-prone project can represent a serious and unanticipated problem to the project's owners.

Good project design incorporates a healthy measure of property management feedback. The developer determines the extent of the ongoing obligation owners must carry to maintain their project by his choice of project design, integration of uses, mechanical and structural specifications, equipment choices, choice of materials in common areas, form of security, and choice of landscape materials.

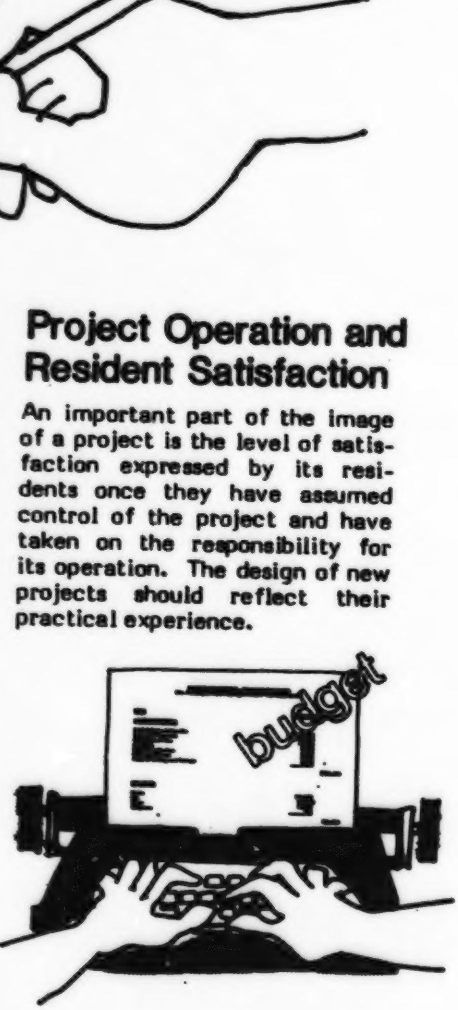
Prior to development, property management input can assist in shaping a project by:

1. Selecting equipment, materials and construction methods that will create a durable and trouble-free project built within its budget.
2. Ensuring that the maintenance and operation aspects of the project are fully anticipated.
3. Establishing realistic monthly maintenance charges which are both accurate and competitive in the marketplace.
4. Monitoring the likes and dislikes of consumers in existing projects, so that consumer needs and special features can be incorporated into a new project.
5. Establishing a maintenance program for the project grounds and equipment, to be followed after the project is completed.
6. Establishing a clerical program to run the condominium corporation.
7. Arranging for condominium documentation and the transfer of ownership to the condominium corporation.

One objective of the project team should be turning a smooth functioning project over to the condominium corporation, a project wherein minimum breakdowns and maintenace costs can be expected.

Project Operation and Resident Satisfaction

An important part of the image of a project is the level of satisfaction expressed by its residents once they have assumed control of the project and have taken on the responsibility for its operation. The design of new projects should reflect their practical experience.



Surveys of condominium owners and prospective buyers have shown them to be increasingly sensitive to monthly operating costs. To many such people, the initial costs of purchasing the unit are less important than the subsequent cost of maintaining the project and impact of

maintenance charges on the resale value of the apartment or house.

The largest portion of project operating costs relate to heating, cooling, hydro and water, which together can make up close to half of a project's operating budget. It is the responsibility of the developer to estimate as accurately as possible the annual operating budget of the condominium.

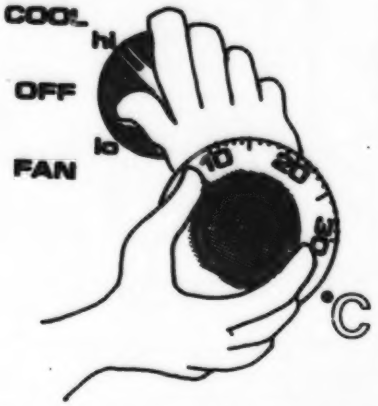
The importance and accuracy of the developer's preliminary management budget cannot be overemphasized. An overly optimistic budget can be misleading and has a substantial potential for creating ill-feelings by individual owners, as hidden costs emerge.

Frequently, condominium owners will manage a project themselves. On larger, more complicated projects, outside property managers who frequently have a corporate relationship to the project developer are hired on a contract basis. Larger projects obviously require more management attention and sophistication than smaller projects. This is particularly true of mixed residential/commercial projects and of projects combining residential forms, such as apartments and townhouses.

Adequate provision must be made for property management maintenance reserve funds to cover anticipated and unanticipated major repairs and replacement.

Good design plays an important role in limiting the costs of operating a project.

Heating and Air Conditioning Systems



The right choice of heating and air conditioning systems has a strong influence on purchaser satisfaction. Systems must be carefully selected to reflect not only budget requirements, but practical useage and realistic maintenance.

Where municipalites permit it and where the market demands it, totally self-containted energy units should be considered for each housing unit. Despite the higher capital cost of these units, the degree of control afforded the individual apartment or townhouse owner tends to result in lower energy consumption and in providing an attractive marketing feature.

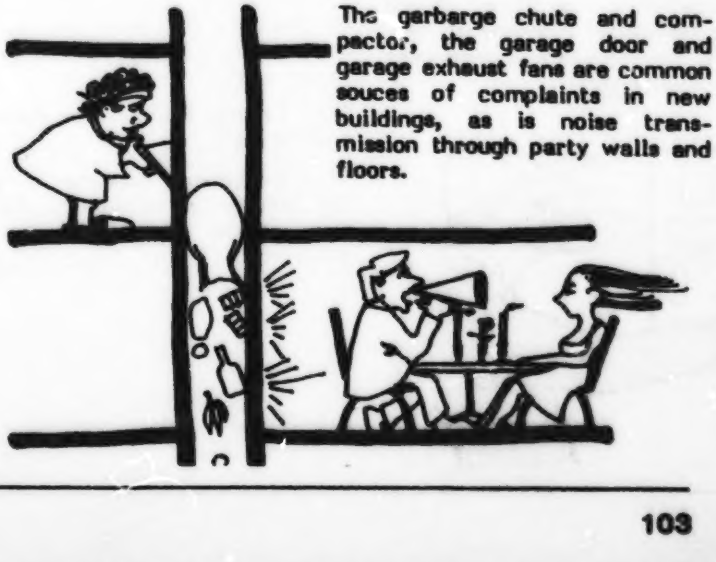
If energy saving is a particularly critical element, a project may call for a central energy system, to effect bulk energy purchase savings. However, this could inhibit the marketing of the project, particularly where the competition is offering independent units.

Energy conservation has become an important issue of the '80's and "lifecycle costing" is beginning to be understood by potential purchasers who now view condominiums as a long-term investment.

Acoustics

An obvious, yet frequently overlooked contributor to resident satisfaction is the placement of noisy heatilng, air conditioning and ventilation equipment. Such equipment should be located well away from sleeping areas and care should be taken to insulate the equipment from the building structure. Good workmanship is essential in this regard, as noise and vibrations are easily conducted through the smallest of openings in party walls and windows and by the touching of mechanical and structural elements.

The garbarge chute and compactor, the garage door and garage exhaust fans are common souces of complaints in new buildings, as is noise transmission through party walls and floors.



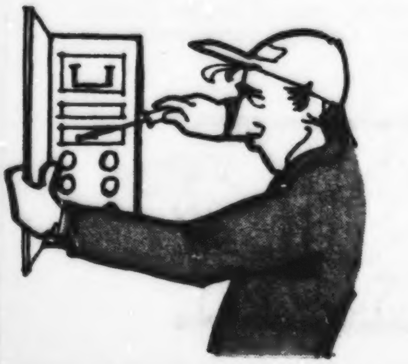
Moving

The process of moving contents in and out of a project and the geometrics of large moving vans must be considered. Elevators should have high ceilings with rear loading doors.

Repair and Maintenance

The common elements identified in the condominium documents are maintained by the condominium corporation. Some maintenance is done by resident staff or can be contracted out. Repairs inside the dwelling unit are the responsibility of the owner, including the mechanical systems.

Recreational facilities should have separate mechanical systems, to facilitate independent control and repair.



Cleaning and Janitorial Service

The developer should specify a maintenance program for the condominium corporation, including products and procedures.

Space Requirements for Property Management Function

1. **Management Office** - Particularly on larger projects, an office should accommodate management staff.

2. **Meeting Room** - Meetings by the condominium corporation should be held within the project in a multi-purpose room.

3. **Storage and Service Room**
(a) Common recreation areas should have a janitor's closet, located near the elevator.

(b) An area should be set aside in the boiler rooms for general repair work.

(4) **Change Room** - For maintenance staff.

5. **Equipment Storage** - For the storage of gardening, snow removal and other maintenance equipment

Maintenance and Management Staff Requirements

Assuming a 200-unit apartment building, provide:

1. **Janitorial** (a) two housekeepers for cleaning common areas (b) one superintendent to maintain equipment and supervise building operations (c) one cleaner for heavy cleaning.

2. **Security** (a) four security desk or gatehouse attendants to cover a 24 hour period (b) optional concierge at front door.

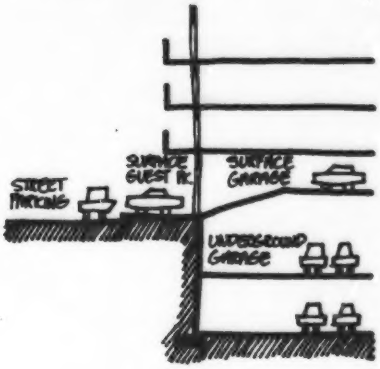
3. **Groundskeeping** This work is usually contracted out.

Cost of Property Management

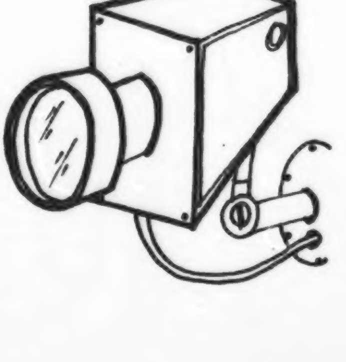
Condominium corporations frequently have a management company run their project, the costs of which vary depending on the size and character of the project.

Parking Control

Property management is concerned not only with providing adequate parking for residents and visitors, but with the location and design of the parking facility.



Parking for visitors is generally preferred on the surface level, for ease of control. However, if visitors must park underground, their parking area should be segregated from the owners' parking area. Maintenance experience on existing projects would suggest that parking be provided on smaller floor areas, rather than one large level, to reduce the size of the roof deck, with its tendency for maintenance problems. The smaller floor areas also permit cars to be parked in closer proximity to the elevator core.



Security

The degree of security and the level of luxury of a project are generally interrelated. Full services, including gatehouse and car jockeys add a substantial extra charge to maintenance fees but are required in very few instances.

The general principle, that, things that can be seen are safe, should not be overlooked however even in the most modest projects.

Garbage

Effective garbage handling practices can greatly reduce the nuisance value of these necessary facilities. Garbage rooms must be easily accessible, although subtly located. Smells can be controlled with charcoal filters in the exhaust system, although the routing of this exhaust must be carefully considered. The garbage pick-up area should be constructed with reinforced concrete and should be located away from the dwelling units, and should conform to municipal standards in as many ways as possible. Specific constraints sometimes require private garbage collection to other than municipal physical standards, but the service itself should be of no lesser quality.

Smoke and Fire Control

Building codes require safety provisions for all multiple housing forms. Some buildings provide safety and control measures in excess of building code requirements. For example, some architects and developers are incorporating a 'smoke shaft' in high rise buildings, to allow the self-cleaning of smoke filled floors by the natural 'chimney' effect, although this is not yet required under the building code.

From the Case Studies

"owners should be educated in condo living"

"not enough maintenance performance for the fee"

"board sometimes has too much discretionary power and doesn't take all issues to the owners"

"the condo concept is only as good as the people involved. We're fortunate to have a high quality Board"

"lack of individual metering resulting in high fuel cost, poor energy conservation"

8 CONVERSIONS

From Rental to Condominium

Required Improvements

The conversions of existing rental projects to condominium tenure is a little understood and relatively unproven form of providing condominium accommodation. This is not an easy form of development, as it requires major decisons with respect to municipal planning and politics, project image, meeting updated building and fire standards, tenant relocation, design implications, cost implications and controls, timing, competitive market considerations and neighbourhood environment.

In most conversions, major physical improvements will be required to bring old buildings to comtemporary building code standards, to reflect current parking standards and practices, to enhance a project's 'curb appeal' and to enable the building to compete effectively with new buildings through the addition of contemporary features favoured by buyers, including updated kitchens, bathrooms and mechanical systems.

It is particularly important to place the planned renovation in the context of competition from new condominium projects. Buyers of conversion units tend to expect bargains, as they are frequently apprehensive over the structural soundness and anticipated maintenance problems of older properties.

Triggering Mechanisms

The triggering mechanism for a conversion application can include the dissatisfaction of an owner over the economics of a rental project, the uniqueness of a project and the specialty market which it would attract and a lack of condominium housing in a particular neighbourhood or area.

Scarcity of Accommodation

The conversion of rental apartment buildings to purchaser - owned units could become a significant factor in the evolution of condominium marketing in Ontario. However, growing pressures on government to discourage such conversions indicate that this form of condominium is unlikely to become a significant market factor. Whereas conversion may have a sound economic rationale for an owner, there is an often justifiable concern that the existing tenants will be unable to afford the new units, either on a purchase or economic rent basis. This concern is unlikely to change until the supply of rental units in Ontario cities increases to provide a more normal vacancy rate and offers options for tenants who find themselves displaced because of a conversion.

Successful conversion projects must meet the same marketing and design criteria as new projects and should therefore be subjected to analysis within the terms of the ten critical elements discussed in this book.

Conversions also offer a vehicle for the preservation of historically significant structures which may be functionally obsolete. Such conversions may create condominium housing in an area where a totally new project would likely be defeated by neighbourhood residents.

Many tenants in a conversion project will choose to become owners. The more former tenants who decide to purchase a unit in a building, the more likely the success of the conversion.

Checklist

In analysing the marketability of a proposed condominium conversion, the developer and his consultants must decide what sales price is obtainable and determine the extent of physical improvements which can be made while conforming to the project budget. The fewer the physical changes, the more moderate the price of the final unit. Major rehabilitation, necessitating vacating and gutting the building may lead to construction costs which are as high as on a totally new structure.

The conversion unit frequently appeals to a different consumer market than does a new project. The buyer will be influenced by location, project charm and character, unique architecture and features as well as price.

Several factors should be considered in evaluating a proposed conversion, including:

1) target market survey including survey of existing residents as to their intention to stay and to purchase;

2) accommodation of existing residents during renovation;

3) adherence to current building and fire codes;

4) design revisions required to provide more contemporary suite designs, including ensuite storage, laundry, security;

5) anticipated municipal, tenant and resident opposition;

6) condition of existing mechanical system, if to be retained;

7) condition of building structure, including garage;

8) project ambiance, neighbourhood character;

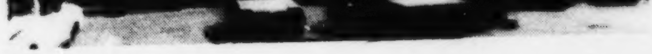
9) project prices compared with existing area prices;

10) rentability of project if condominiums do not sell well;

11) extent, cost and maintenance cost of amenities;

12) character and adequacy of parking delivery and loading considerations; and

13) character and maintenance costs of proposed landscaping.

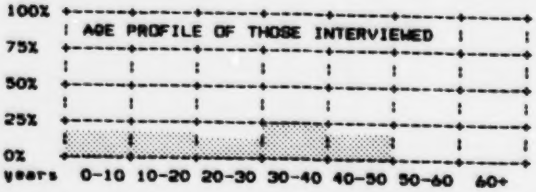


APPENDIX A

Case Studies

[illegible]

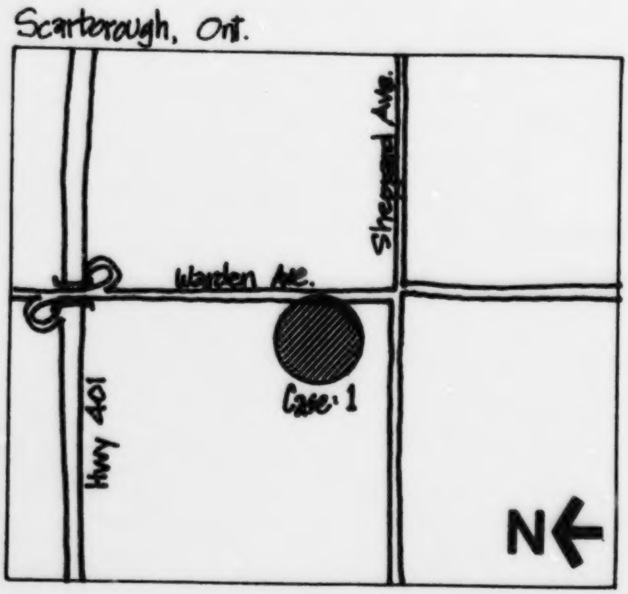
CMHC Funding	Yes	
Completed	1975	
Site Area	5.67 Hectares	
Unit Mix	Two BR.	4
	Three BR.	278
Total Units		282
Density	50 Units/Hectare	
Parking	Surface	
Amenities:	Patios, Playground	



This project was planned for first time home buyers with young children, and this target market was achieved. In 1975, the original purchasers were permitted a maximum income of $20,000 p.a. to qualify for the Ontario Action Program $2,000 grant.

The site is located in an established low and high rise residential neighbourhood including 2 neighbouring townhouse condominium developments. One of these is CASE 2.

The project consists of rows of 2-story townhouses arranged around a series of cul-de-sacs. Resident and guest parking spots are located directly in front of each dwelling unit. Appearance is traditional, featuring brick and stucco walls, and both pitched and flat roofs.



Planner

"This project presents and contrasts in development type and zoning standards to its immediate neighbours, and this caused interfacing problems in the early days."

"Later on there were problems with garbage collection. The street widths within the project were below the standards required by the municipality, so garbage trucks weren't permitted to enter the site. No garbage rooms were provided either; so garbage is collected by maintenance workers and piled at the side of the municipal streets."

"When this project was completed the prices were a breakthrough in the marketplace."

Property Manager and Condominium Corporation

"Location well-serviced by transit and highways."

"Many original owners (110 out of 282)."

"Project a mixture of all races and occupations."

"Condominium corporation is suing the developer for a number of faulty construction methods."

"Originally, 2 bedroom townhouses sold for $38,000 (now approximately $57,000) and 3 bedrooms sold for $43,000 (now $60,000)."

"We feel the townhouses are undervalued and should be reselling for $66,000."

Residents

"Would like an extra washroom but frankly we can't afford one."

"Neighbours participate in maintaining the project (for example painting fences) to keep maintenance fees down."

"Best one by far for the price."

"Important for my husband to be within reasonable commuting distance to work."

"Convenient living for single people."

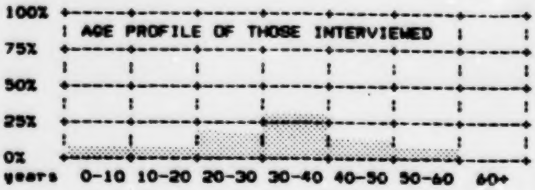
"Kids playing in the parking lot scare me. They're also a nuisance."

"Everybody chips in together to help maintain the project."

"Planting flowers with neighbours tonight."

[illegible]

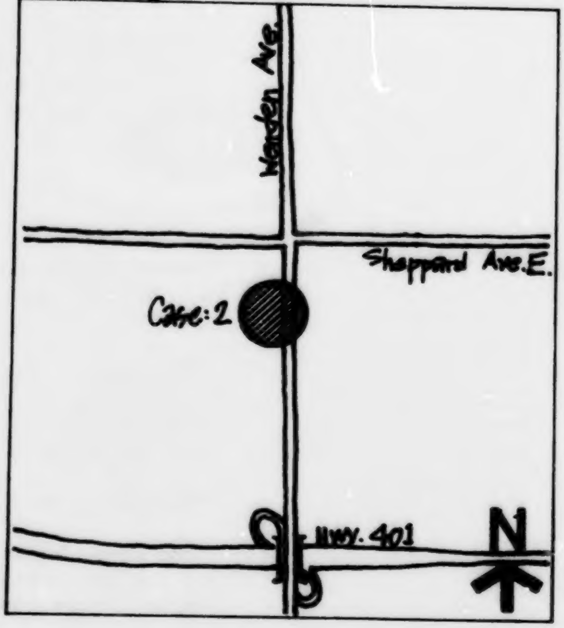
CMHC Funding	Yes	
Completed	1972	
Site Area	3.18 Hectares	
Unit Mix	Three BR.	105
	Four BR.	35
Total Units		140
Density	44 Units/Hectare	
Parking	Underground	
Amenities:	Outdoor Pool, Patios	



The site is located in an established low- and high-rise residential neighbourhood, including 2 neighbouring townhouse condominium developments. One of these is CASE 1.

The project consists of rows of 2-story townhouses arranged to form a series of pedestrian scaled laneways and courts. Vehicular traffic is completely absent from the interior of the project. Appearance is traditional, and each facade is different to its neighbour. Wall materials include brick, cedar shingle, metal siding, wood siding.

Scarborough, Ont.



Planner

"The development was consistent with the official plan and melded well with existing community."

"There was some controversy over the provision of ventilation holes in the roof of the underground garage, which clashed with the need for a fire route between the houses. As it turned out, holes were provided in Phase I, but not in Phase II. There were some problems with children dropping stones through the holes onto cars below."

"The municipality insisted on higher landscaping standards than those proposed by the developer, and you can see the results today."

"Units in this project have a high degree of individuality in facade treatment."

Condominium Corporation

"Originally, the resident profile was predominantly young families and first time home buyers and a smaller proportion of elderly empty-nesters who had sold a larger home to live in maintenance-free accommodation."

"10 years later the young families now have teenagers and new young families are moving into the neighbourhood."

Residents

"Country living in the city."

"You only get out of it what you put into it"

"There's not enough underground parking for 2 cars so you have to park one on the street and get a ticket."

"Condo concept fascinates me."

"More is done for the project because of self-interest."

"I would prefer to have above grade parking, but it is nice to have no cars on the site."

"I prefer this lifestyle. I'm happy here."

"Picked this place 'cause it was handy and available."

Neighbour

"No problems. Two of my friends live over there."

CASE 3: TOWNHOUSES
HIGHER PRICED
SUBURBAN

This project was aimed towards "White Anglo-Saxons" 45+ years age group, and succeeded in reaching this market.

The site is located in an expensive and mature low-rise residential neighbourhood.

The project consists of 3 rows of 2-story townhouses arranged in a U-shape facing Bayview Avenue. Each row contains 8 townhouse units and 8 garages, also arranged in a U-shape around an entrance court. Appearance is traditional, featuring brick and stucco walls and pitched and mansard roofs. Each row of townhouses is carefully designed to give the appearance of one large house.

CMHC Funding	None	
Completed	1973	
Site Area	1.23 Hectares	
Unit Mix	Three BR.	24
Density	20 Units/Hectare	
Parking	Surface and Garage	
Amenities:	Patios	

Willowdale, Ont.

Planner

"The amending zoning by-law was approved by the Ontario Municipal Board without a hearing (there were no objections)."

"This project is quite distinct from its surroundings in terms of both density and design. Yet it was accepted by the local community as a form of development compatible with the existing residential area. We would consider this project as a good example of a design resulting in successful integration of multiple family units into an established area."

Architect

"Over the years we have received 15-20 calls from residents' wanting to make minor changes to their townhouses. We designed these townhouses to appear like three large colonial homes; the design approach satisfied local ratepayers who had large lots and expensive homes."

"Originally the townhouses sold for approximately $75,000 to $85,000 in 1973; 10 years later they have doubled to $175,000 to $200,000."

Residents

"Original design not acceptable, so the architect changed the designs to suit the purchasers' needs."

"Board sometimes has too much discretionary power and doesn't take all issues to the owners."

"Not enough maintenance performance for the fee."

"If my husband had not been dying we would not have moved from our single family house to a condominium townhouse."

"Cried every night at first but eventually got used to living in a townhouse condo."

"Still misses our Bridlewood house, 10 years later."

"Condos are not sensitive to the market." (price)

"Owners should be educated in condo living."

"Regulations are protection for owners.

"We have a mature and flexible Board."

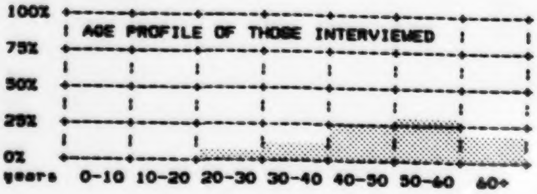
"The layout of my home is the one thing I like best here."

"Condo concept falls in line with me."

[illegible]

CMHC Funding	None	
Completed	1977	
Site Area	23 Hectares	
Unit Mix	One BR.	72
	Two BR.	58
	Three BR.	72
	Townhouses	49
Total Units		207
Density	90 Units/Hectare	
Parking	Underground	

Amenities: Balconies, Patios at Ground Floor, Exercise Room, Games/Party Room, Saunas, Squash, Billiards, Crafts Room.



The developer's original intention was to build a highrise, but this was prevented by the 90 units/hectare zoning designation. Also, the local ratepayers association did not want a highrise on the site. A compromise resulted in a townhouse/stacked housing apartment scheme with the townhouses serving as a buffer between the existing neighbourhood and the stacked townhouses.

Market studies were conducted to determine the marketability of different housing forms and price ranges. The stacked housing was intended to appeal to empty-nesters; the townhouses to the empty-nester and families.

The site is located in an established lowrise residential neighbourhood adjoining Avenue Road, a major arterial, and includes a ravine. Appearance is contemporary, with careful attention to massing to produce a familiar residential scale.

Architect

"We expected families to move in but in fact only a handful did."

"The project won a design award."

"Fewer 1 bedrooms as they did not sell well."

"Although the townhouses were slow to sell, we maintain that they were important to the overall image of the project."

"Average suite size of 1100 square feet was too small."

Planner

"Planning staff recommended approval on the basis that the scheme had been designed to minimize its impact on the abutting area."

"The project was approved, and the ensuing by-laws were approved by the Ontario Municipal Board without a hearing (no objections had been received)".

"We would consider this project as a good example of design resulting integration of multiple-family units into established area."

Residents

"Double level suites are more like living at home."

"Park center of project so nice the neighbourhood doesn't realize it's private property."

"Adult building - don't want to come home to screaming children."

"Gas barbeque area is a good idea."

"Lack of individual metering resulting in high fuel cost, poor energy conservation."

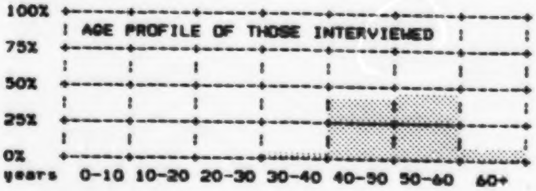
"I'm never buying a condo or living in an apartment aqain."

"The value of my home has not increased proportionately with other projects."

[illegible]

CMHC Funding	None	
Completed	1980	
Site Area	0.6 Hectares	
Unit Mix	One BR.	3
	Two BR.	42
	Three BR.	6
	Townhouses	8
Total Units		59
Density	95 Units/Hectare	
Parking	Underground	

Amenities: Balconies, Terraces, Atrium Walkway



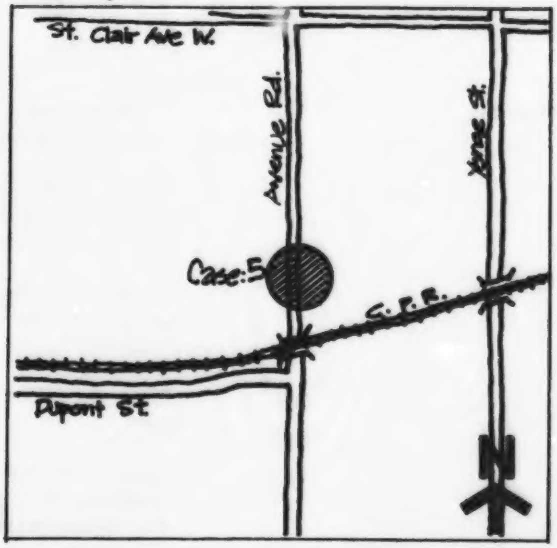
This project was aimed towards upper middle class, young professional couples and older empty-nesters. Residents have high incomes, travel extensively and are away several months each year.

The site is located in a mature residential neighbourhood of detached houses adjoining Avenue Road, a major arterial.

The solution provides a row of townhouses scaled to existing housing adjacent the site, and a 5-story apartment building parallel to Avenue Road.

The apartment building contains grade level professional suites and a skylight interior corridor (atrium) with steps to each unit creating a street-like relationship. Security is provided at the apartment building lobby. Appearance is contemporary, featuring a square clay tile unit on the walls, with exposed concrete structure and dark aluminum window frames.

Toronto, Ont.

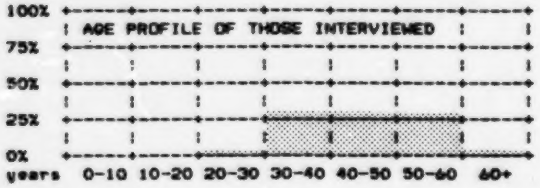


Developer	"Didn't want to compete with (a neighbouring development). Didn't permit speculators because we wanted to create stable residential environment." "The townhouses are very successful. The suite mix would be the same but we would standardize the floor plans."	"Since March 1981, we've had 3 condos and 2 office condos remaining on our inventory."
Condominium	"There were some difficulties, mostly minor, due to Corporation complex architectural design, i.e. window leakage, but overall, sound value. There was some frustration over the long closing period."	
Neighbour	"Very happy with new building. No problems." "Very well maintained. Indirectly it's caused some parking problems because we can't park on the site any more."	
Residents	"Was very satisfied with project but leery of 3-year old going off the balcony and will move to a single family dwelling shortly." "Country setting in the middle of the city." "Greenery very pacifying." "One of the reasons we chose (this project) was because there were no recreation facilities to maintain." "Friendly atmosphere - I don't like the anonymous feeling you get in a highrise downtown." "Purchased a townhouse here primarily because a large number of the residents are owners not speculators."	"Best house we've ever had. We'd buy it if it were freehold." "The condo concept is only as good as the people involved. We're fortunate to have a high quality Board." "Corridors like a small street in Paris."

CASE 6: MID-RISE APARTMENTS
HIGHER-PRICED
URBAN

CMHC Funding	None	
Completed	1983	
Site Area	1.17 Hectares	
Unit Mix	Bachelor	7
	One BR.	66
	One BR. + Den	101
	Two BR.	98
	Two BR. + Den	34
Total Units		306
Density	262 Units/Hectare	
Parking	Underground	

Amenities: Games/Party Room, Terraces, Sundeck, Whirlpool, Exercise Room, Indoor Pool, Saunas, Squash, Solariums.



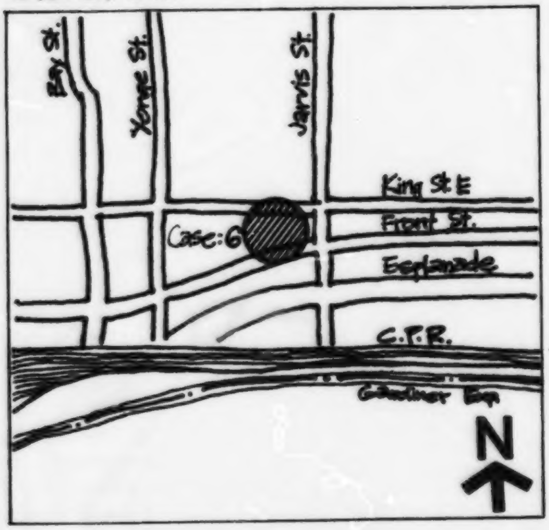
Although too early to establish if the target market has been achieved, it is evident that this project's residents are upwardly mobile, energetic, city-users.

The site is a prime downtown location adjacent St. Lawrence Market, St. James Cathedral, and within walking distance of the financial/corporate heart of Toronto.

The project consists of 7 storeys of condominium units arranged around the perimeter of the site above a ground floor containing retail space, entrance lobbies, etc. A pedestrian route gives access to the centre court and frames views of the cathedral. Twenty-four hour security is provided at entrance lobbies.

Appearance is contemporary, with references to the historic buildings in the area, and features large areas of glazing and two brick colours.

Toronto, Ont.

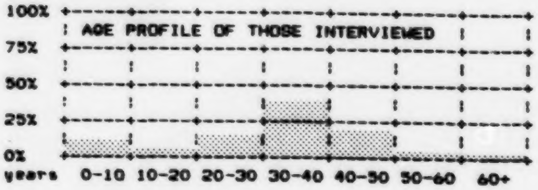


Developer	"With hindsight, we would have put the expense of individually metered heat pump systems into higher quality finishes."
Neighbour	"I like to look out at it; there used to be an empty lot there. When it's fully occupied it will add life to the street."
Residents	"Wasn't finished nicely - lack of thoroughness."
	"We like everything but no release to outdoors."
	"Like the fact that this project is not a highrise but hate the parking. It's open to the public and not secure enough. My car was broken into."
	"(This project) isn't warm looking - not classy - don't like brick."
	"Don't need someone to open doors for me and other things that I can do myself."
	"Quality project."
	"Close to work, convenience, investment."
	"After some time, it has finally become successful."
	"Happy with project but concerned with cash and the length of time it is taking for the project to look finished."
	"It works extremely well and we enjoy staying there. 30 seconds from my office."
	"Bought on speculation originally, but moved in when I figured it wouldn't sell at a reasonable price."
	"Took doors off solarium to make living room larger."

CASE 7: HIGH-RISE APARTMENTS
LOWER-PRICED
SUBURBAN

CMHC Funding	Yes	
Completed	1972	
Site Area	10.8 Hectares	
Unit Mix	One BR.	368
	Two BR.	796
	Three BR.	254
Total Units		1,418
Rental Units		1,318
Density	253 Units/Hectare	
Parking	Underground	

Amenities: Balconies, Patios, Exercise Room, Games/Party Room, Saunas, Squash, Handball, Day Care Centre, Indoor Pool, Running Track, Card Room, Ball Hockey Room, Gymnasium.



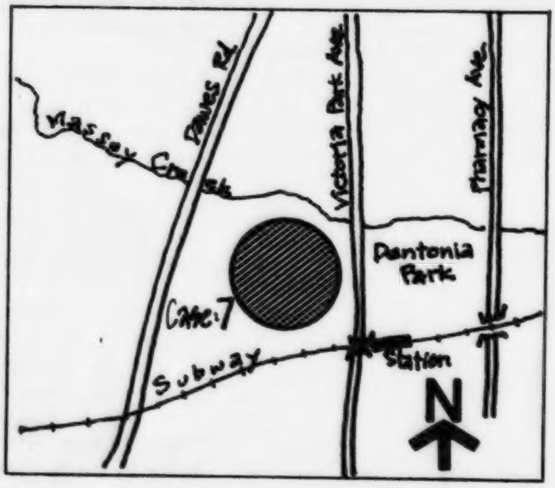
This project was geared to young people from the local area. The present occupants are young first-time buyers, predominantly of ethnic origin, and many units are owned by speculators and investors.

The site is a prime location adjoining a ravine, golf course and subway station, surrounded in turn by an established low rise residential area containing a growing high rise component.

The project consists of 4 highrise blocks and a number of lowrise perimeter blocks. Complete separation of pedestrian and vehicular traffic is provided. A wide range of retail, support, and recreational activities are provided at the pedestrian level. Security is provided via intercom, 24-hour foot patrols, television and intercome surveillance.

Appearance is starkly functional. Materials are brick and concrete.

East York, Ont.



Architect

"Separation of pedestrian and vehicles; all cars and services are at a different level than pedestrian routes."

"I think the density is too high. It was the largest project in North America at the time."

"Original prices: $100 down and $17,000+ for a unit; 3 bedrooms sold for $24,000 - $27,000; now they're reselling for double the original purchase prices."

"Many people bought there because it was as cheap as renting."

"Predominantly younger people bought originally."

"Most people like the project - very convenient, near golf, subway."

"Recreation centre free for condominium owners; but it's not used very much by them."

Property Manager

"Most residents are happy with their accommodation until they can afford to expand their housing needs."

Residents

"Security guards all over the place."

"Lived across the street - saw the buildings going up."

"Tenants in the condos should be restricted - don't care about property."

"Satisfied with the life - we have our own security, management, personnel, and maintenance."

"Built for Ontario Housing low income housing, thought it would mean trouble, but it worked out."

"Density too high, should be 50% lower."

"Doesn't fit into the environment."

"Should have our own parking spots."

"Mother chose (this project) because everything is within the project."

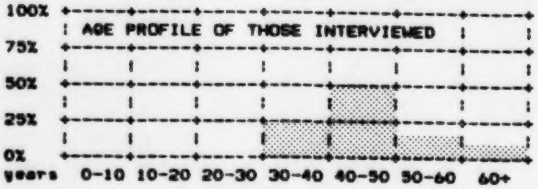
"My home, my community, therefore I should take part in running the project."

"The larger the condo, the greater the need for experienced businessmen."

[illegible]

CMHC Funding	None	
Completed	1979	
Site Area	N.A.	
Unit Mix	One BR.	N.A.
	Two BR.	N.A.
	Three BR.	N.A.
Total Units		530
Density	N.A.	
Parking	Underground	

Amenities: Balconies, Patios, Exercise Room, Games/Party Room, Saunas, Tennis, Bicycle Storage.



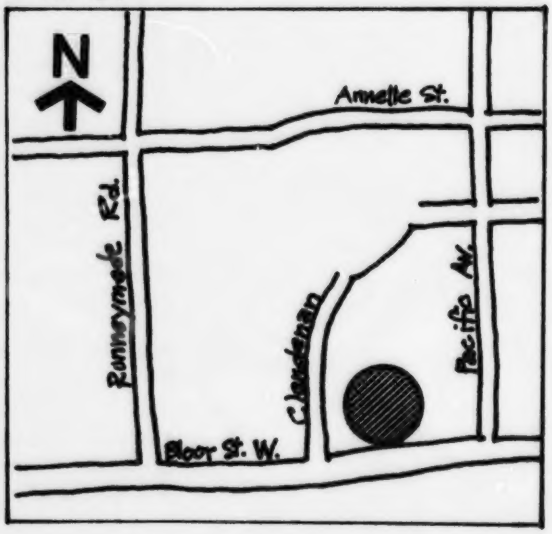
This project was aimed towards single "swingers" and the nearby ethnic population, however, the current owner profile is a mix of young professional couples, empty-nesters, and investors. The renovated homes attracted professional couples and families, as expected. Many people who had previously lived in the area returned to live at High Park Green.

The site is located in a mature lowrise residential area close the subway, Bloor Street and High Park.

The project consists of 3 apartment slabs of varying heights and 15 renovated homes, all integrated into a carefully lanscaped setting. Apartment security is provided via enterphones.

Appearance of the apartments is mainstream contemporary, with stucco wall finishes and metal panels below windows.

Toronto, Ont.



Developer

"We found that many people who had previously lived in the area returned to live at (this project)."

"The renovated homes attracted professional couples and families, as expected."

Residents

"Plan to stay in project 'indefinately'."

"Think the project is modern, well-run, great setting and view, park, subway, pool, tennis, and shopping."

"Since buying decision - want a larger unit and to move to (a more luxurious condominium) 'if I had a Sugar Daddy'."

"An admitted fitness freak and would like more facilities."

"Misses garden."

"Condo concept is great if you want to live that way."

"I am perfectly happy."

"This place has doubled in price since I bought it."

Planner

"A relatively high quality development at a relatively high density."

"Its success could be attributed to a wide stream of locational factors including:

- proximity to High Park
- minutes away from subway
- a commercial strip that went through a virtual renaissance just before development took place
- a surrounding neighbourhood that had never been abandoned by the middle class."

"The infrastructure for the bourgeoisie was in place."

"No one could dispute that what is on the ground represents good site planning."

"Represents a very high standard of development in everything from the landscaping to the parking lot."

Neighbour

"Don't like the condo buildings behind me; there is a lack of privacy and the occupants play radios loudly on the balconies."

This project was planned for empty-nesters and second-time home buyers from the West End. This target market has been achieved with the addition of some young professionals.

The site is at the junction of two major roads in a new residential area undergoing development with high and lowrise residential projects.

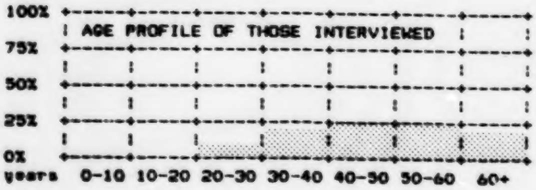
the project consists of two identical hexagon-shaped towers. The hexagon floor plan permits complete privacy for each unit and a minimum number of units per floor. A below-ground connection between the towers contains the recreational activities. Security is provided with a guard-house at the entry and complete fencing of the site.

Appearance is contemporary, using brick pre-finished insultated panels, and precast concrete balcony panels.

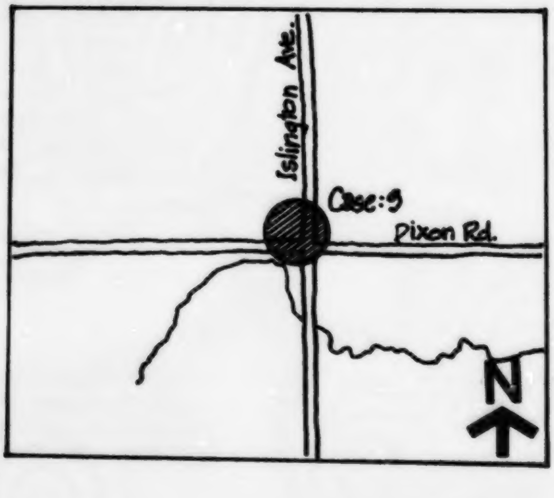
CASE 9: HIGH-RISE APARTMENTS HIGHER-PRICED SUBURBAN

CMHC Funding	Yes	
Completed	1982	
Site Area	3.58 Hectares	
Unit Mix	One BR. + Den	48
	Two BR.	202
	Two BR. + Den	48
	Penthouses	12
Total Units		310
Density	87 Units/Hectare	
Parking	Underground	

Amenities: Balconies, Outdoor Pool, Whirlpool, Exercise Room, Racquetball, Games/Party Room, Card Room, Indoor Pool, Saunas, Squash, Tennis, Meeting Room. Billiards, Barbecues.



Etobicoke, Ont.



Planner

"As a result of its relatively low density of 87 units per hectare and the height of the buildings, this project may be the last of a kind in the city. The quality of workmanship put into the project appears to have guaranteed its success as well.

It should be noted for example that to date no complaints have been received by this department with respect to this project."

"Although the complex seems to have isolated itself somewhat from the rest of the community, the extensive open space appears to have a positive effect on the area."

Residents

"If we could, we would live in a single family dwelling because we are elderly."

"Exterior appearance is unique."

"Bought on wrong side of building."

"Lack of soundproofing."

"Noise from Islington Avenue too loud."

"Out of place in relation to the surrounding neighbourhood, but a nice building."

"Would move downtown ideally."

"Enjoy the privacy, security, adult atmosphere, layout."

"On board of directors to protect investment."

"Developer cut corners on second building."

"The suite layouts are a change from the usual rabbit warrens."

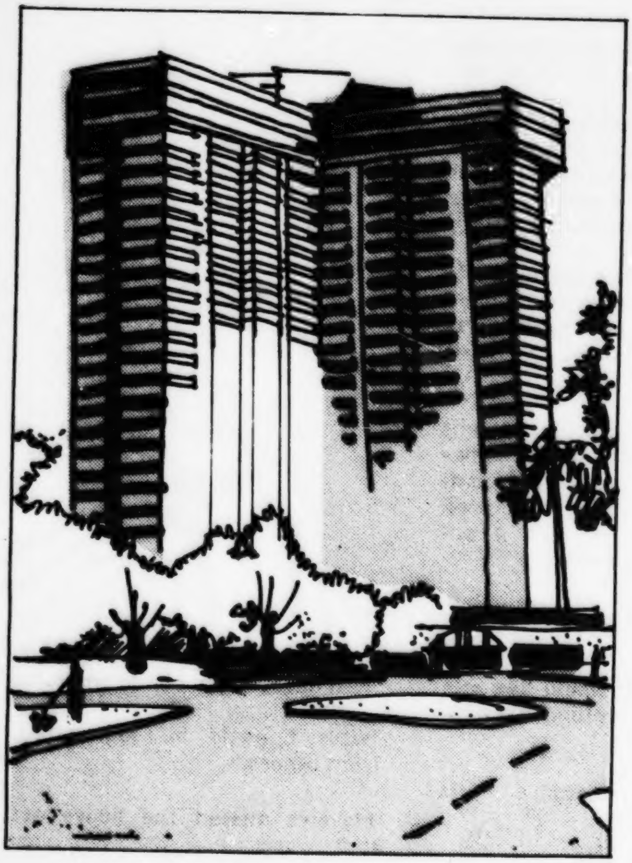
"It's as hard to get into as Fort Knox."

"Will never buy a condo again."

"Wish I could be segregated from others."

"Haven't missed the house at all."

"I like the size of the building and the security."



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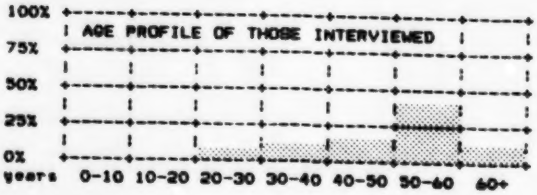
CMHC Funding	None	
Completed	1978	
Site Area	29 Hectares	
Unit Mix	One BR.	72
	Two BR.	142
	Three BR.	86
Total Units		300
Density	102 Units/Hectare	
Parking	Underground	

Amenities: Sunrooms, Tennis, Exercise Room, Meeting Room, Games/Party Room, Indoor Pool, Card Room, Saunas, Whirlpool, Billiards, Shuffleboard, Putting, Workshop, Hotel Suite.



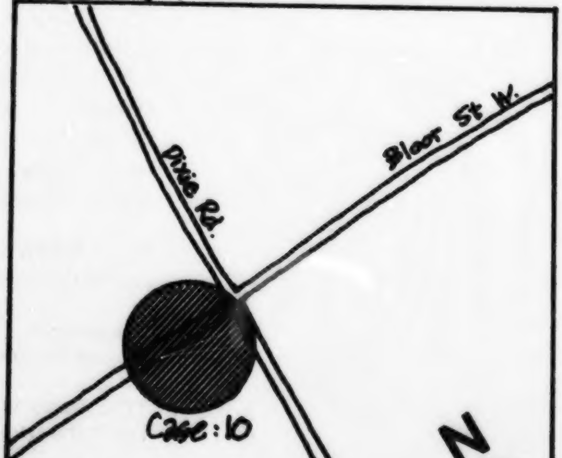
This project was planned on the basis of a market study of rental buildings in the vicinity of the site.

The target market was affluent, retired and semi-retired, empty-nesters, seeking extensive on-site amenities and house-like features in the unit layouts.

The site is located in an established, low and high rise residential neighbourhood.

The project consists of a single Y-shaped high rise building in a park-like landscaped setting. Security is provided at the building lobby. The appearance is contemporary with extensive amounts of glazing set in a crisply detailed precast concrete wall cladding.

Mississauga, Ont.



Developer

"Carefree, relaxed environment wherein many residents live down south in the winter or have summer cottages."

"29 mortgages out of 199 deals."

"Empty-nesters from immediate community."

"The three-winged building design afforded maximum window and view capacity."

"No speculators."

"Very low turnover - 50 since 1976."

Residents

"Confidence in developer."

"Great spirit and involvement in project."

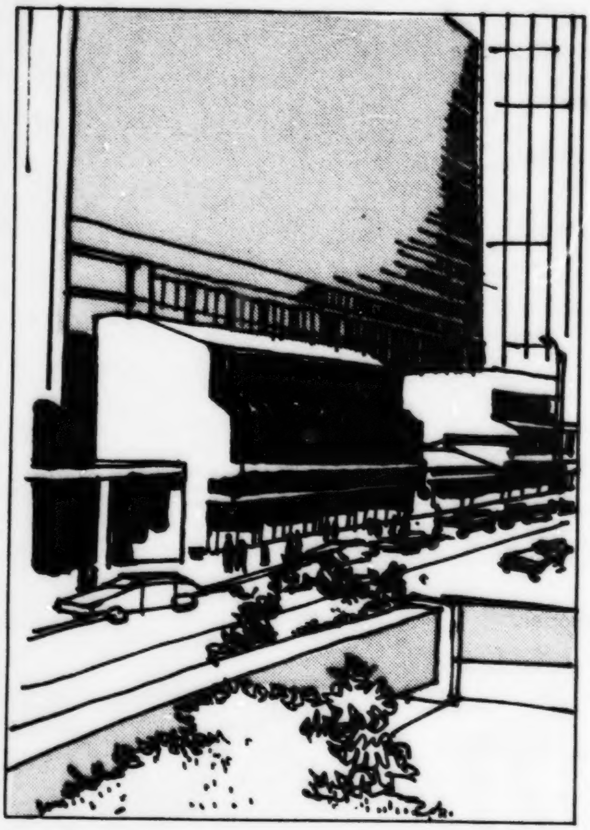
"I'm not alone if I don't want to be."

"Intend to stay until they come for me in a box."

"The only thing in my life I am completely happy with."

"Enjoy the view, the security, the variety store in the building, the fact that children visit only, the friendliness, the activities. I miss walking in my garden."

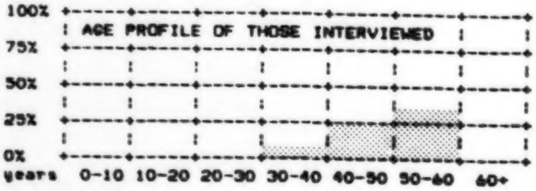
"Wouldn't change a thing anywhere."



[redacted]

CMHC Funding	Yes	
Completed	1981	
Site Area	0.41 Hectares	
Unit Mix	One BR.	46
	Two BR.	66
	Three BR.	44
Total Units		156
Density	380 Units/Hectare	
Parking	Underground	

Amenities: Meeting Room, Whirlpool, Exercise Room, Indoor Pool, Saunas, Squash, Solariums, Billiards, Lounge.



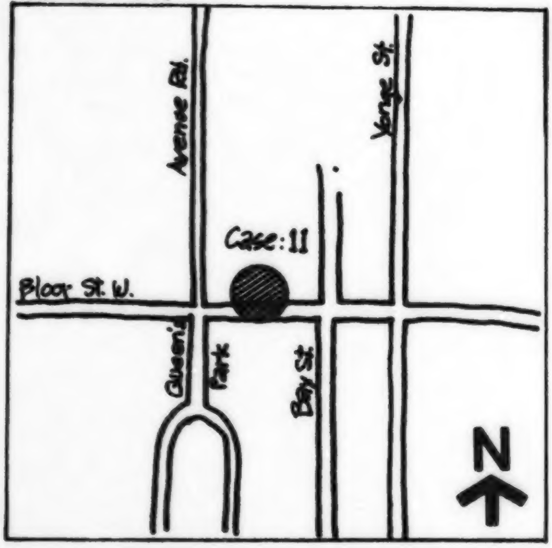
This project was targetted to wealthy empty-nesters and reached the intended market. Residents typically are well established, entertainment-oriented city-users.

The site is within walking distance of the major Bloor/Yonge intersection, immediately against the Yorkville quality retail area, and directly above the subway.

The project is an infill slab of apartment units over 2 floors of retail, (one below garde forming part of the pedestrian mall network, and 2 floors of office space). Security is provided via intercom and a concierge.

Appearance is high-tech, contemporary, featuring a smooth curtain wall of reflecting glass and stainless steel.

Toronto. Ont.

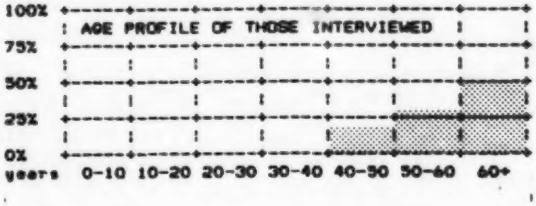


Planner	"At the time it was submitted, it was exactly what they were looking for." "It met the objectives of the plan in that it was a mixed use (residential /commercial /development), a concept the city wanted to encourage."
Residents	"Quite fond of (this project), primarily because of its location." "Looks like another office building." "Very satisfied with the project. It's convenient spacious and well run. Security is good, so I can go away anytime." "Apart from the lawsuit it's a successful project." "Love the area and all it has to offer. Biggest problem is the lawsuit, poor construction and shared mechanical and electrical facilities with the commercial floors." "Wide variety of restaurants and theatres."

CASE 12: HIGH-RISE APARTMENTS AND TOWNHOUSES HIGHER-PRICED URBAN

CMHC Funding	None	
Completed	1973	
Site Area	0.8 Hectares	
Unit Mix	Two BR.	52
	Townhouses	8
Total Units		60
Density	75 Units/Hectare	
Parking	Underground	

Amenities: Balconies, Patios, Indoor Pool, Saunas.



This project was planned to attract empty-nesters wanting to return to a downtown location. The majority of the residents are affluent, retired, and head south for part of the year.

The site is located in a mature residential area close to the historic centre of Ottawa, and adjacent to the Rideau Canal.

The project consists of an apartment tower and a row of townhousinq allocated alongside the canal. Security is via intercom.

Appearance is mainstream contemporary, with brick and stucco wall finishes in the tower block, and brick and wood on the townhouses.

Architect

"The project was pre-sold entirely; the market was very slow largely because Ottawa had not been acclimatized to condominium living. However, the reputation of the building and the location helped sell the project quickly."

"The smaller the Unit count, the stronger your sales will be."

"If we were designing it today we would have individual metering."

"A lot of residents moved because of the very high resale values."

Residents

"Security has been a problem so most residents have adopted individual suite locks and alarm systems."

"A wonderful place to live for older people."

"Architecturally, it could have established a pattern of sorts, but really it could have been a lot worse."

"Hate to go out to dinner because the view is fantastic."

"Had planned to live in Manitoba but we saw it and loved it."

"Go away for the winter, if we stayed, we'd build a glass house and put in a hot tub."

"When it was new everyone had a chip on their shoulder; not as aggravated now, they've got used to the idea."

"50% of original purchasers still there; only a few left because they didn't like condo; the balance left to realize a capital gain."

APPENDIX B

Case Study Survey of Condominium Residents

QUESTIONNAIRE
CASE STUDY

SURVEY OF CONDOMINIUM RESIDENTS

Interview Date: ______________
Project Name: ______________
Address: ______________
Project Type: Apt.____ TH. ____

1. Did you own or rent before moving here?
   (1) Own (2) Rent ____

2. What type of accommodation did you live in at that time?
   (1) Single family (3) Townhouse
   (2) Semi-detached (4) Apartment ____

3a. Did you purchase your condominium:
   (1) New (2) As a resale ____

3b. When did you buy?
   (1) Less than 1 year ago (3) 3 or more years ago
   (2) 1-3 years ago ____

4. Why did you choose the project you are now living in?

Price	(1)	Yes	(2)	No	____
Suited lifestyle	(1)	Yes	(2)	No	____
Freedom from maintenance	(1)	Yes	(2)	No	____
Neighbourhood	(1)	Yes	(2)	No	____
To remain close to old neighbourhood	(1)	Yes	(2)	No	____
Convenience to shopping	(1)	Yes	(2)	No	____
Convenience to community facilities	(1)	Yes	(2)	No	____
Exterior appearance of project	(1)	Yes	(2)	No	____
Site design	(1)	Yes	(2)	No	____
Landscaping	(1)	Yes	(2)	No	____
Size of project	(1)	Yes	(2)	No	____
Quality of construction	(1)	Yes	(2)	No	____
Standard of maintenance	(1)	Yes	(2)	No	____
Maintenance fee	(1)	Yes	(2)	No	____
House/apartment designs	(1)	Yes	(2)	No	____
Recreation facilities	(1)	Yes	(2)	No	____
Family atmosphere	(1)	Yes	(2)	No	____
Adult atmosphere	(1)	Yes	(2)	No	____
Security	(1)	Yes	(2)	No	____
Privacy	(1)	Yes	(2)	No	____
Quality of neighbours	(1)	Yes	(2)	No	____
Health reasons	(1)	Yes	(2)	No	____

Other (specify):______________________

5. What first brought you to the project?

Location	(1)	Yes	(2)	No	____
Word of mouth	(1)	Yes	(2)	No	____
Advertising campaign	(1)	Yes	(2)	No	____
Curiosity	(1)	Yes	(2)	No	____
Desire for new lifestyle	(1)	Yes	(2)	No	____
Changing family size	(1)	Yes	(2)	No	____

Other (specify):______________________

6. How would you describe your present home?

(a) Number of bedrooms: (1) 1 (2) 1 + D (3) 2 (4) 2 + D (5) 3 (6) 4 ____

(b) Floor area:

(1) Under 1,000 sq. ft. (4) 1,500 - 1,750 sq. ft.
(2) 1,000 - 1,250 sq. ft. (5) 1,750 - 2,000 sq. ft.
(3) 1,250 - 1,500 sq. ft. (6) Over 2,000 sq. ft. ____

(c) How many bathrooms do you have?

(1) 1 (2) 1½ (3) 2 (4) 2½ ____

(d)	Outdoor space:	Balcony	(1)	Yes	(2)	No	____
		Solarium	(1)	Yes	(2)	No	____
		Patio	(1)	Yes	(2)	No	____
(e)	Laundry:	Ensuite	(1)	Yes	(2)	No	____
		Communal	(1)	Yes	(2)	No	____
(f)	Storage:	Ensuite	(1)	Yes	(2)	No	____
		Locker	(1)	Yes	(2)	No	____
		Combination	(1)	Yes	(2)	No	____

7. Realizing that you have to pay for them, which recreation facilities do you think that a successful condominium project must have?

Indoor swimming pool	(1)	Yes	(2)	No	____
Outdoor swimming pool	(1)	Yes	(2)	No	____
Tot lot	(1)	Yes	(2)	No	____
Exercise room	(1)	Yes	(2)	No	____
Meeting room	(1)	Yes	(2)	No	____
Whirlpool	(1)	Yes	(2)	No	____
Squash	(1)	Yes	(2)	No	____
Tennis	(1)	Yes	(2)	No	____

Other (specify):______________________

8. What do you think of the condominium concept?
   (1) Good idea (2) Mixed reaction (3) Not a good idea ____

9. Do you take part in condominium management decisions and activities?
   (1) Yes (2) No (3) Sometimes ____

10. Were you familiar with the condominium concept before buying?
   (1) Yes (2) A little (3) No ____

11. Do you find condominium documentation too complicated?
   (1) Yes (2) No (3) Don't know ____

12. Do you find condominium regulation too restrictive?
   (1) Yes (2) No (3) Don't know ____

13. What do you dislike about your project and apartment/home?

Lifestyle	(1)	Yes	(2)	No	____
Neighbourhood	(1)	Yes	(2)	No	____
Distance from old neighbourhood	(1)	Yes	(2)	No	____
Inconvenient shopping	(1)	Yes	(2)	No	____
Inconvenient community facilities	(1)	Yes	(2)	No	____
Exterior appearance of project	(1)	Yes	(2)	No	____
Site design	(1)	Yes	(2)	No	____
Landscaping	(1)	Yes	(2)	No	____
Size of project	(1)	Yes	(2)	No	____
Quality of construction	(1)	Yes	(2)	No	____
Standard of maintenance	(1)	Yes	(2)	No	____
Size of maintenance fee	(1)	Yes	(2)	No	____
House/apartment design	(1)	Yes	(2)	No	____
Recreation facilities	(1)	Yes	(2)	No	____
Number of children	(1)	Yes	(2)	No	____
Lack of security	(1)	Yes	(2)	No	____
Lack of privacy	(1)	Yes	(2)	No	____
Quality of neighbours	(1)	Yes	(2)	No	____
Other (specify): ____________					____

14. Would you make the same buying decision again?
   (1) Yes (2) No (3) Don't know ____

15. Why/why not?

16. Do you intend to stay in the project?

(1) Yes (2) No (3) Don't know ___

17. If no, why are you planning a move?

Want a single family home	(1)	Yes	(2)	No	___
Family size increasing	(1)	Yes	(2)	No	___
Family size decreasing	(1)	Yes	(2)	No	___
Carrying cost & maintenance fees too high	(1)	Yes	(2)	No	___
Poor maintenance standards	(1)	Yes	(2)	No	___
Quality of neighbours	(1)	Yes	(2)	No	___
Quality of neighbourhood	(1)	Yes	(2)	No	___
Opportunity to sell at a profit	(1)	Yes	(2)	No	___
Want more recreation facilities	(1)	Yes	(2)	No	___
Parking problems	(1)	Yes	(2)	No	___
Good time to buy because of decreased interest rates	(1)	Yes	(2)	No	___
Other (specify):________________					___

18. Do you consider your project to be successful?

(1) Yes (2) No (3) Don't know ___

19. Why?

Appreciation in value	(1)	Yes	(2)	No	___
Resale value	(1)	Yes	(2)	No	___
Turnover of homes	(1)	Yes	(2)	No	___
Property management	(1)	Yes	(2)	No	___
Quality construction	(1)	Yes	(2)	No	___
Neighbours	(1)	Yes	(2)	No	___
Community spirit in project	(1)	Yes	(2)	No	___
Appearance, maintenance	(1)	Yes	(2)	No	___
Other (specify):________________					___

20. If you were to redesign aspects of the project what would you change?

Exterior appearance	(1)	Yes	(2)	No	(3)	Don't know	____
Reduce height	(1)	Yes	(2)	No	(3)	Don't know	____
Reduce project size	(1)	Yes	(2)	No	(3)	Don't know	____
Landscaping	(1)	Yes	(2)	No	(3)	Don't know	____
Recreation facilities	(1)	Yes	(2)	No	(3)	Don't know	____
Reduce maintenance problems	(1)	Yes	(2)	No	(3)	Don't know	____
Parking	(1)	Yes	(2)	No	(3)	Don't know	____
Other (specify):________________							____

21. If you were to redesign your apartment/home, what would you change?

Make unit larger	(1)	Yes	(2)	No	(3)	Don't know	____
Make unit smaller	(1)	Yes	(2)	No	(3)	Don't know	____
Improve kitchen	(1)	Yes	(2)	No	(3)	Don't know	____
Improve storage	(1)	Yes	(2)	No	(3)	Don't know	____
Add washroom	(1)	Yes	(2)	No	(3)	Don't know	____
Add den/family room	(1)	Yes	(2)	No	(3)	Don't know	____
Change balcony to solarium	(1)	Yes	(2)	No	(3)	Don't know	____
Other (specify):________________							____

22. Do you spend most of your time:

Within your dwelling	(1)	Yes	(2)	No	(3)	Don't know	____
Within your project	(1)	Yes	(2)	No	(3)	Don't know	____
Close to your project	(1)	Yes	(2)	No	(3)	Don't know	____
Distant from your project	(1)	Yes	(2)	No	(3)	Don't know	____

23. Does the project serve your needs well?

(1) Yes (2) No (3) Don't know ____

24. How would you describe your project?

(1) Conservative (2) Contemporary/trendy ____

25. Is the project managed by:

(1) Your condominium corporation (2) A management company ____

26. Do you think that your project fits well into the surrounding streets and neighbourhood?

(1) Yes (2) No (3) Don't know ____

27. Why/why not?

____

28. Does the layout of your apartment/home serve your needs and lifestyle?

(1) Yes (2) No (3) Don't know ____

29. Why/why not?

____

30. Do you like the way parking and automobile circulation is handled on your project?

(1) Yes (2) No (3) Don't know ____

31. Why/why not?

____

32. Interviewer's general observations:

____

____

____

____

____

Interviewee Name: ____________ Male ____ Female ____

Address: ____________ Approximate age: ____

Tel. No.: ____________ Family size (at home): ____

<u>Occupations</u>

Interviewee: ____________

Spouse: ____________

APPENDIX C

An Example Of Pre-Design Project Assessment

AN EXAMPLE OF PRE-DESIGN PROJECT ASSESSMENT

It is usually necessary for the architect to assess the potential of a specific site based on experience and assumptions only, without a market study. The following is an example of such assessment.

A.	The Site	Positive Aspects	Negative Aspects
1.	Location	near downtown	some traffic noise
2.	Traffic	easy access to public and private transit	
3.	Views	park and city skyline to south	unsightly buildings to north
4.	Shadows	no buildings to the south	tall buildings to the east, west and north
5.	Controls	residential use	height restriction to much less than adjacent, existing buildings
6.	Privacy		some visual intrusion from adjacent buildings
7.	Neighbourhood	high quality residential towers to the east	lower cost rental residential towers to the north and west
8.	Amenities	parks to the south and east, downtown shops one block to the west	
9.	Site area	7,500 m^2	

10. Permitted number of dwelling units: no limit

11. Permitted total gross floor area: 15,000 m^2

B. Expected Buyer Profile

1. The typical buyer is expected to be:

   (a) Empty-nester coming from a comfortable neighbourhood
   (b) Prepared to spend $300,000+
   (c) Seeking accommodation comparable to the <u>house</u> they left
   (d) Expected to have somewhat conservative values
   (e) One whose aspiration would probably be understated elegance as opposed to glamour

2. The buyer's criteria are expected to be as follows:

(a) Accommodation should be equivalent to their former house, without special requirements for children

(b) Maximum privacy with minimum contact with neighbours through minimum public circulation

(c) Social and recreational life tends to center around clubs

(d) Will probably demand anonimity and extensive security

(e) Maintenance costs will not be a deterring factor

(f) Will expect high professional level of management

(g) It is reasonable to assume that some purchasers will look for the possibility for a live-in maid, guests or additional ensuite hobby room

(h) His preference will be a 'bungalow' single level dwelling

(i) He will probably prefer to keep his furniture from the house

(j) Some will look for his and hers bedrooms, therefore second bedroom should be master bedroom size

(k) He will look for his and hers walk-in closets, and ample storage

(l) Living and dining room must accommodate entertaining functions commensurate with his lifestyle

(m) He will look for an impressive entrance to reflect his status

(n) Notwithstanding his ensuite entertaining opportunities, he will look for private functions

(o) His preference will be for good view and orientation

(p) His preference will be for corner suites

(q) Some purchasers may look for very large suites, therefore flexibility in floor plan is important to attain larger suites

C. Building Form Alternatives

1. Existing zoning favours apartment building in terms of gross floor area.

2. Ground contact units do not yield allowable density and would therefore result in too high unit land cost to be feasible.

3. To maximize excellent view to south as high a building as possible would be preferable.

4. In order to meet design objectives, analyse several concepts such as:

- slab building with double-loaded corridors
- slab building with 'skip corridor' through units
- articulated slab
- cellular slab
- informal slab
- 'beachfront' slab
- two buildings with double-loaded corridors
- two buildings with through units
- rowhouse and apartment combination
- possible combinations of the above

D. Building Form Performance Against Site Dynamics

When testing against design objectives, the two building through unit concept appears to work best.

The main reasons for this appear to be:

(a) 2 buildings produce the smallest perceptible mass from the outside as well as the greatest sense of exclusiveness from the inside

(b) 2 buildings produce the maximim number of corner suites on the site

(c) There are marketing advantages in selling by phase

E. Design Criteria

	Assigned Importance		
	Primary Objective	Secondary	Not Important/ Not Desirable
1. Choice of address and entry:			
(a) South Street	X		
(b) North Street		X	
2. Choice of view:			
(a) To South	X		
(b) To East		X	
(c) To North			X
(d) To West			X
3. Choice of gross floor area allocation:			
(a) Maximum in unit	X		
(b) Balance between unit and common		X	
(c) Maximum common recreation			X
4. Sequence of travel from car to dwelling:			
(a) car-lobby-elevator-dwelling	X		
(b) car-lobby-elevator-corridor-dwelling		X	
(c) car-garage-lobby-elevator-corridor-dwelling			X

	Assigned Importance		
	Primary Objective	Secondary	Not Important/ Not Desirable
5. Relationship to neighbours within building:			
(a) minimum contact	X		
(b) occasional contact		X	
(c) frequent contact			X
6. External scale of project:			
(a) as small as possible	X		
(b) moderate size		X	
(c) as large as possible			X
7. Importance of shared recreation on site:			
(a) not important at all		X	
(b) important			X
(c) used for visual impact only	X		
8. Importance of gross floor area/unit vs. number of units:			
(a) maximum <u>saleable</u> G.F.A. yields maximum total sale price	X		
(b) number of units important only to bring <u>saleable</u> G.F.A. to within the limits of the market	X		
9. Level of luxury to be aimed at:			
(a) above current projects	X		
(b) on par with current projects		X	
(c) slightly below current projects			X
10. Dwelling unit design criteria:			
(a) Living room		4.30 x 6.70	
(b) Dining room		3.60 x 4.30	
(c) Kitchen		3.00 x 3.00	
(d) Breakfast		2.70 x 1.80	
(e) Den/Library		3.35 x 4.30	
(f) Entrance foyer		2.40 x 3.60	
(g) Master bedroom		3.60 x 6.10	
(h) Bedroom 2		3.35 x 4.60	
(i) Greenhouse		1.80 x 2.70	
(j) Master bedroom walk-in closet (his & hers)		1.80 x 1.50	
(k) Bedroom 2 closet		3.00 m	
(l) Utility room		2.10 x 1.50	
(m) In unit locker		1.50 x 1.50	
(n) Maid's room/guest room		2.70 x 3.35	
(o) Master bedroom bath: whirlpool, shower, w.c., bidet, 2 sinks and vanity			

	Assigned Importance		
	Primary Objective	Secondary	Not Important/ Not Desirable
dressing vanity			
sauna			
window			
(p) In unit garbage chute		3 x 3	
(q) Enclosed balcony (included in G.F.A.)		7 x 5	
(r) Open balcony		100 sq. ft.	
(s) Entrance foyer closet			
(t) Bedroom 2 bath: whirlpool and shower			
w.c.			
vanity			
(u) Wet bar			
(v) Ceiling height		8'3"	
(w) 2 fire exits from each suite			
(x) Concrete party wall			
11. Dwelling unit [illegible]osition:			
(a) Corner suites	X		
(b) Interior suites		X	
(c) South orientation	x		
(d) East-West orientation		X	
(e) North orientation			X
12. Dwelling unit type:			
(a) 'Bungalow'	X		
(b) Split level		X	
(c) Two level			X
13. Additional dwelling unit features to be considered:			
(a) 'Ticker tape' plug			
(b) Electronic Security			
(c) Keyed Elevator			
(d) Interior Central Air Conditioning & Perimeter Heat or Heat Pump			
(e) Metal Clad Wood Windows, Mirror Glass			
14. Building form:			
(a) Single slab building			X
(b) Single articulated slab		X	
(c) Two buildings	X		
15. Exterior building materials:			
(a) Brick, tinted glass, anodized window frames	X		
(b) concrete, tinted glass, anodized window frames		X	

F. Circulation Core Analysis

	Typical Common Core	Semi-Private Core
Layout:	2 stairs & elevators & corridor	2 stair & elevators (no corridor)
Core Area:	825 sq. ft. (206 sq. ft./unit)	1,052 sq. ft. (263 sq. ft./unit)
Advantages:	56 sq. ft. less core area/unit	"Private" elevators all units face south
Disadvantages:	25% of units face north Common entry corridor	56 sq. ft. extra core area per unit

Economics: (Private Core) Test

(a) extra elevators: (debit) $\frac{2 \text{ elev's} \times \$80,000}{34} = \$4,705\text{/unit}$

(b) construction cost of extra core area: (debit) 56 sq. ft. x 50/sq. ft. = $2,800/unit

(c) extra sales value of two southern unit (credit) $\frac{2 \times 2,000 \text{ sq. ft. @ } \$20\text{/sq. ft.}}{4 \text{ units}} = \$20,000\text{/unit}$

(d) loss of sales value of 56 sq. ft. core/unit @ $200/sq. ft. (debit) = $11,200/unit

---

Total extra cost per unit for 'private elevator scheme' = $1,295.

G. Preliminary conclusions

(a) Two small buildings vs. one large building is preferable

(b) 'Semi-private' elevators are economically feasible

(c) Scheme in which all units have view to the south is feasible and preferable

(d) Site plan controls prevent high buildings

(e) Project should face away from unsightly north as much as possible

(f) Project is expected to be of very high quality and conservative in tone

(g) Buyers require little on site amenities for recreation

(h) Two cards per unit will be the expected parking ratio

(i) In this high level of luxury market, the maximum number of achievable dwelling units should not be pursued, only the highest achievable gross floor area, i.e. recommend fewer but larger units.

These preliminary conclusions are given to the developer and his market analyst for confirmation or revision. The final program will evolve from that exchange of ideas.

APPENDIX D

Proposed Condominium Documents

THE CONDOMINIUM DOCUMENT

Owners of condominiums must conduct themselves in accordance with a prescribed set of rules for the good of the community. Such rules are set out in the "Proposed Condominium Documents". The "Proposed Condominium Documents" usually contains details of the following topics:

1. **Disclosure Statement**

   A brief project description and a brief description of the proposed declaration of The Condominium Corporation by-laws, management and insurance agreements, etc., are contained in this section.

2. **Declaration**

   This section contains the declarations made by the developer with respect to the condominium act and includes definitions of terms used, such as common elements, units, duties of the Corporation, insurance, general matters of administration, etc.

   Schedules such as easements, unit boundaries, referred to in the declaration are also in this section.

3. **By-Laws**

   The by-laws of the Condominium Corporation are listed; meetings are defined as to frequency and procedure. The duties and powers of the Corporation and its officers are outlined. In short, the rules of the conduct of the Corporation are in this section.

4. **Resolution**

   This section contains the rules respecting the use of the project common elements and dwelling units.

5. **Budget Statement**

The projected operating budget expenses of administration, utilities, service contracts to maintain the project, repair and maintenance expenses and the amount of the reserve are listed in the budget statement. It is usual to also have notes on the operating budget to explain the elements listed. A useful addition is a proposed major repair or replacement schedule and estimated costs. (These costs should be covered by the reserve fund.)

6. **Management Agreement**

This agreement between the Condominium Corporation and the developer outlines the duties of the "manager" (the developer or others he may appoint) and the financial and other obligations of the Corporation.

7. **Other Agreements**

The documents usually contain agreements related to insurance and other agreements particular to the specific project, as when the project has a commercial component.

The documents also contain a pictorial description of the condominium "units" i.e. the dwellings and parking spaces and a copy of the draft plan of condominium, all prepared by an Ontario Land Surveyor.